

Board of Trustees
Agenda

*The fifth Ordinary Meeting of the Board of Trustees for the 2015/16 session
will be held in meeting room 3 in the Union Building on Thursday 22 June 2016 at
16.00*

Formal business

1. Minutes from last meeting – 12 May 2016 – Neil Sachdev
2. Finance and Risk Committee Minutes – Malcolm Martin
3. Governance Committee minutes
4. Communications Committee minutes

Matters for Decision

5. Budget – Malcolm Martin
6. Strategic Risk Register – Malcolm Martin
7. Succession planning - Jarlath O'Hara
8. Council Reform work plan - Richard Cameron
9. Citizens UK – Lucinda Sandon-Allum

Matters for Report

10. Managing Director Report – Jarlath O'Hara
11. Presidents Report – Lucinda Sandon-Allum
12. DPE Report – Chun-Yin San
13. DPW Report – Jennie Watson
14. DPCS Report – Ben Howitt
15. DPFS Report – Chris Kaye
16. Council Chair report - Richard Cameron
17. Associate membership -

18. Any other business

Upcoming meetings - TBC

- September Governance Committee
- September Board of Trustees
- October Finance and Risk Committee
- October Board of Trustees
- November Governance Committee
- December Appointments and Remuneration Committee
- December Finance and Risk Committee

Minutes of the Imperial College Union
Board of Trustees
12 May 2016
Meeting room 3, 16.30

Present:

Lay Trustee - Chair	Neil Sachdev
Lay Trustee	Jill Finney
President	Lucinda Sandon-Allum (LSA)
Council Chair	Richard Cameron (RC)
Deputy President (Clubs & Societies)	Ben Howitt (BH)
Deputy President (Education)	Chun Yin San (CYS)
Deputy President (Welfare)	Jennie Watson (JW)
Appointed Student Trustee	Alex Raposo (AR)
Appointed Student Trustee	Tim Seers (TS)

Permanent Observers

Managing Director	Jarlath O'Hara (JOH)
Interim Managing Director	Alex Mckee (AMK)
Governance Manager – Clerk	Rebecca Coxhead (RJC)

Apologies: Deputy President (Finance & Services) Chris Kaye (CJK), Student Trustee Serena Yuen (SY), Student Trustee Zain Rizvi (ZR) Alumni Trustee Andy Heeps (AH)

1. CHAIR'S BUSINESS & APOLOGIES

NOTED:

- a) JOH was welcomed to the Board and AMK was thanked immensely for undertaking the role of Interim Managing Director and keeping the organisation moving forward.
- b) Board members were asked to ensure that papers were submitted on time and if not, they may not be accepted.
- c) Board was reminded to ensure that actions are agreed with timeframes.

2. DECLARATION OF CONFLICT OF INTEREST – none

3. MINUTES OF LAST MEETING – 14 January 2016

NOTED:

- a) The committee agreed to pass the presented minutes as an accurate reflection of the last meeting.

RESOLVED:

- 1) **To pass the minutes of the last meeting.**

4. MATTERS ARISING

NOTED:

- a) The Terms of Reference for the Sub Committees should be reviewed at least annually.

5. COMMUNICATIONS COMMITTEE MINUTES – 22 MARCH 2016

RECEIVED: The minutes were presented by JF

NOTED:

- a) The Committee's Terms of Reference are currently being used as an indicative work plan however as the committee grows, the work plan will change.
- b) The piece of work on brand understand of the Union uncovered some interesting assumptions. An area that the committee will be focusing on is the inconsistent tone, voice and image and looking in to finding the right pitch of these for the variety of audiences.
 - i. This piece of work will be running in parallel to the strategic plan
- c) It was suggested that reinforcing the message through the tone and language across media, and repetition of key words is a powerful tool that should be considered by the Union.
- d) There is engagement from members but it needs to be tested as to whether the engagement is working for them in the way that they want it to.

RESOLVED:

- 1) To pass the presented minutes.**

6. FINANCE AND RISK COMMITTEE MINUTES – 24 FEBRUARY AND 28 APRIL 2016

RECEIVED: The minutes and Management Accounts were presented by JF

NOTED:

- a) The Finance and Risk Committee recommended to Board to pass the Management Accounts.
- b) The following points were made in regards to the 25 February minutes:
 - i. Overall the management accounts showed variation on income and expenditure that was to be expected for this time of the financial cycle and the committee did not have any overall concerns on the accounts.
 - ii. The deferral of purchasing of minibus is now starting to negatively impact through the rising cost in maintenance.
 - iii. There has been discussion in regards to investigating options for outsourcing or leasing options for minibuses, however whatever outcome there is, this will not be a reduction in services but adding efficiencies and value to the members. There is an opportunity in proving shuttle services to outlying campuses. Any decision made will be made with student consultation.
- c) The following points were made in regards to the 28 April minutes:
 - i. The management accounts showed the Union is a strong position with many areas hitting above budget.
 - ii. This meeting spent time of the broader remit of the committee, specifically commercial risk and health and safety.
 - iii. The external auditor process is being presented to the next meeting of the committee.

- iv. The Strategic Risk Register is coming to the June Board meeting for approval along with the Health and Safety policy and implementation plan.
- v. A commercial strategy is currently being drafted which will come to Board.

RESOLVED:

- 1) To pass the presented minutes and management accounts.**

7. GOVERNANCE COMMITTEE MINUTES – 13 JANUARY 2016

RECEIVED: The minutes were as tabled

NOTED:

- a) A review on Leadership Elections and the Union's approach to engagement with CSP's will come to the next meeting of the committee.
- b) A skills audit will be arranged for members to undertake.

RESOLVED:

- 1) To pass the presented minutes.**

8. INTERIM MANAGING DIRECTORS REPORT

RECEIVED: The report was presented by AMK

NOTED:

- a) The Chair stated that the organisation had massive success with the elections turnout and this was a real credit to everyone involved.
- b) Accreditation for Investing in Volunteers and Investing in People is something that the organisation should be very proud of.
- c) Thanks were given to Officers and staff for stepping in to the gaps during the interim period.
- d) The Chair requested that for reports coming to the Board to be future focused and specifically with the Managing Director report to be aligned to the Strategic Risks.

RESOLVED:

- 1) The Board noted the report.**

9. STRATEGY DEVELOPMENT UPDATE

RECEIVED: A verbal update was given by AMK

NOTED:

- a) A summary of the Residential has been circulated to the strategy themes leads and the feedback and outcomes will be included in the next draft.
- b) The importance of consultation and engagement of strategic development was highlighted.
- c) JOH, LSA and AMK will be compiling a working draft strategy that will be sent out for feedback. AMK to send a timeline of the next phases of the strategy development.

ACTION:

- 9.1 AMK to circulate a timeline of the next phases of the strategy development.**

RESOLVED:

- 1) **The Board noted the update.**

10. MANAGING DIRECTOR REPORT

RECEIVED: The report was presented by JC

NOTED:

- a) Acknowledgment was given for the substantial transformation that JC had lead during his time as Managing Director.
- b) The Board wished JC all the best for the future and in his new role.

RESOLVED:

- 1) **To accept the presented report.**

11. COUNCIL CHAIR REPORT

RECEIVED: The report was presented by RC

NOTED:

- a) It was suggested that the Council Agenda should align to Board's and bother agendas could be more collaborative.
- b) In regards to the Democracy Review, members of Union Council have attempted to provide solutions to issues of attendance and quorum, which is extremely positive as there is a want to change, however due to inquorate meetings, these solutions can't move forward.
 - i. The solutions suggested are amending an immediate issue and there is the bigger question in regards to the Union's democratic structures. There is a huge desire from Council members to reinvigorate the Democracy Review and some members have expressed their dissatisfaction with the democracy review being stagnant over the past few years.
 - ii. There is an issue in that Council are being asked to suggest changes that will affect them which could be potentially biased.
 - iii. The current membership is ex-officio majority which is good from the perspective of representation however engagement is not guaranteed as officers may not have understood that Council attendance would be a requirement of their role.
 - iv. LSA stated that there is a current proposal that has not been seen by Council as there are still improvements to be made to the proposal.
 - v. Conversations and consultation should occur outside of the formal council forum.
 - vi. NS and JF stated that they were available to assist where appropriate.

RESOLVED:

- 1) **To accept the presented report.**

12. OFFICER TRUSTEE REPORT

NOTED:

- a) Officers were reminded to be mindful when using acronyms that members may not know what they mean.
- b) Officers were requested for the next report to include a review of their projects and to include any learning points that need to be handed over to their successors. Where appropriate, include culture changes that are then monitored in the long term.
 - i. If an objective has been dropped, a 'close and review' point would be beneficial as there are lessons that can be learnt from the working leading to the decision to drop them. It is also good practice to communicate to the membership that objectives have been dropped.

ACTION:

12.1 Officers to present a report to include a review of their projects and to include any learning points that need to be handed over to their successors. Where appropriate, include culture changes that are then be monitored in the long term.

- c) The Deputy President (Education) outlined a number of successes including a very positive compliment from the College President in regards to the success of the Heads of Departments lunch.
- d) The Deputy President (Welfare) stated she and Deputy President (Education) are involved in reviewing College Policies and Procedures around academic regulations.
 - i. JW stated that the task and finish group which is looking over the review is an intimidating environment and she has been treated poorly by members of the group in previous meetings. The Chair requested that examples of this bad behaviour be sent to him so that he can take action if necessary.

12.2 JW to send examples of bad behaviour from members of the task and finish group to NS.

RESOLVED:

- 1) To accept the report.**

13. RESIDENTIAL REPORT

RECEIVED: A verbal report was given by AMK

NOTED:

- a) The notes from the residential will be sent to the Board once AMK has reviewed these.
- b) Those attended were invited to send feedback on what went well/areas for improvement to RJC/AMK by the end of the month.

ACTION:

13.1 Members who to send feedback on the Residential to RJC/AMK by the end of the month.

14. RESERVES POLICY

RECEIVED: The paper was presented by AMK

NOTED:

- a) Board is being asked to allow Finance & Risk Committee to consider a £150 000 deficit for the 16/17 financial year when scrutinising the budget.
- b) The approach that the Board has taken is to hold 2-4 month operating costs as reserves.
 - i. There is an opportunity for educating members to the purpose of the reserves.
- c) The Union is committed to investing in the organisation but also needs to be prudent in regards to holding funds to be able to show it is financially robust.
- d) Part of the proposed deficit pertains to the increase in staff resources and a funding gap in capital expenditure.
 - i. The proposed deficit is a one year approach – 17/18 is budgeted to break even. It was questioned how this will occur.
- e) The budgeting process for 16/17 is currently underway and budget holders are showing efficiencies on spend in increase on income targets.
 - i. Concern was raised that efficiency may stifle growth however it was pointed that there is income opportunities with the College Strategy to deliver projects associated to this.
- f) There is a risk to College as the main funding source and the funding future of Higher Education being unknown.
- g) Concern was raised that if the deficit is approved, this may set a principle that this is an acceptable solution.
- h) The Board want assurance that the deficit can be mitigated as best as possible through income opportunities and expenditure efficiencies.
- i) There is a commitment to drive efficiencies but not at the detriment of the delivery of services.
- j) The Board requested that options on how the deficit can be reduced be submitted.

RESOLVED:

- 1) **Board passed the presented Reserves Policy (see appendix)**

15. SPORTS STRATEGY

RECEIVED: A presentation was given by BH

NOTED:

- a) During the process up to now, resource requirements have been identified and this may increase when the strategy is completed.
- b) Consultation has identified an opportunity to create an offer to fit all member requirements.
- c) There is a challenge in regards to getting academics to understand the importance in the value and benefit in students' participation in sport.
- d) The sample size of the participants in consultation thus far is extremely impressive.
- e) The term 'sport' can be misleading to what the strategy is trying to achieve however BH stated that this is most likely to change for the final draft.

16. ANY OTHER BUSINESS

17.1 OFFICER TRUSTEE VACANCY

NOTED:

- a) It is likely that the role description will not change for the role of Deputy President (Finance & Services) however the lack of candidates in the Leadership Election has highlighted a need to the role to be reviewed.

17.2 LAY TRUSTEE VACANCY

NOTED:

- a) A process on the process of recruitment of the lay trustee will come to the next meeting of Board.

Meeting Closed 18.45

Approved as a correct record at a meeting
of the Trustee Board on

_____15/16

_____ Chair of the Meeting

Appendix

Reserves Policy

1. Introduction

- 1.1. The Charities Act requires that Trustees prepare an annual report and consider whether the Charity needs reserves and what level of reserves are appropriate.
- 1.2. A statement about the reserves policy must be published in the accordance with the Statement of Recommended Practise for Charities better known as the Charity SORP.
- 1.3. A reserve is part of a charity's unrestricted funds that is freely available to spend on any of the charity's purposes. This definition excludes restricted income funds and endowment funds, although holding such funds may influence a charity's reserves policy. Reserves will also normally exclude tangible fixed assets held for the charity's use and amounts designated for essential future spending
- 1.4. It is important to remember that Charity law requires any income received by a charity is to be spent within a reasonable period of receipt. Trustees should be able to justify the holding of income as reserves.

2. Fund Types

2.1. Restricted Funds

- 2.1.1. The restricted funds are funds subject to specific trusts, which may be declared by the donor(s) or with their authority (eg in a public appeal) or created through legal process, but still within the wider objects of the charity. Restricted funds may be restricted income funds, which are spent at the discretion of the trustees in furtherance of some particular aspect(s) of the objects of the charity, or they may be endowment funds, where the assets are required to be invested, or retained for actual use, rather than spent.
- 2.1.2. The self-generated income (SGI) which the clubs, societies and projects (CSP) create is being regarded as the restricted funds of the Union and as such is excluded from the definition of being freely available to spend on any activity. The SGI is to be used exclusively for clubs, societies and project activities.

2.2. Unrestricted Funds

- 2.2.1. The surplus or remaining funds generated from the block grant, social enterprise activity, mini bus hire, events and advertising less all the associated expenditure constitute the unrestricted funds of the Union and as such are freely available to spend on any of the charity's purposes.

2.3. Designated Funds

- 2.3.1. Designated funds are part of the unrestricted funds which trustees have earmarked for a particular project or use, without restricting or committing the funds legally. The designation may be cancelled by the trustees if they later decide that the charity should not proceed or continue with the use or project for which the funds were designated.

3. Level of Reserves

- 3.1. There is no single level or even a range of reserves that is right for all charities. Any target set by trustees for the level of reserves to be held should reflect the particular circumstances of the individual charity.

- 3.2. When determining a level or range of reserves the following steps are outlined by the Charity Commission for consideration:

- 3.2.1. Step 1 - Understanding the nature of charitable funds held

- 3.2.1.1. Within the balance sheet of the Union fund balances can be classified into two categories being either restricted or unrestricted.

- 3.2.1.2. The restricted funds consist of Capital Grants and Student Activities (CSP SGI balances). As at 31 March 2016 the Capital Grant balance was £3,118,166. This fund represents historical funds provided by College to fund capital developments. This fund will reduce over the depreciated life of the capital asset as a small proportion is released each month as income to fund the depreciation charge.

- 3.2.1.3. The Student Activities balance as at 31 March 2016 was £1,283,653.

- 3.2.1.4. The unrestricted funds fall into two categories namely designated and general. The designated funds represent the funding of fixed assets and investments less the capital grant.

- 3.2.1.5. Restricted and designated funds are excluded from the free reserves calculation.

- 3.2.1.6. The general or free reserve as at 31 March 2016 was £1,351,479.

- 3.2.2. Step 2 - Identifying functional assets

- 3.2.2.1. The Charities SORP specifically allows funds held as tangible fixed assets for charity use to be excluded from reserves. This recognises that certain assets will be used operationally and their disposal may adversely impact on a charity's ability to deliver its aims.

- 3.2.2.2. As at the 31 March 2016 the net book value (NBV) of Fixed Assets was recorded as £4,953,986 with the majority relating to the three phases of capital development for South Kensington. The remaining balance relates to equipment and mini-buses. Clearly all the fixed assets of the Union are essential to the delivery of our charitable aims and could not be disposed of without adversely impacting our operations.

3.2.2.3. The NBV of the Fixed Assets less the Capital Grant is therefore set aside as designated funds in the balance sheet and is excluded from the free reserve calculation.

3.2.3. Step 3 - Understanding the financial impact of risk

3.2.3.1. It is important to consider the financial impact of certain risks, if they occur, on the activities of the Union especially the financial impact of catastrophic events taking place.

3.2.3.2. The draft strategic risk register has identified a number potentially significant strategic risks which would have a financial impact including commercial operations suffering a significant downturn, a serious health and safety incident occurring and significant failure of our IT systems.

3.2.4. Step 4 - Reviewing sources of income

3.2.4.1. We are now in the final year of a three year funding arrangement with College and have achieved agreement for a funding uplift for 2016/2017. At present the funding for 17/18 and beyond is uncertain although it is not expected that funding will reduce.

3.2.4.2. Income from Social Enterprise which currently is in the region of £3.2m has a degree of volatility and an in year contingency of up to 5% is created each year to mitigate any potential income shortfall and to encourage managers to create more aspirational operating plans. The current level of contingency is £75,000 (2.3%).

3.2.5. Step 5 - Impact of future plans and commitments

3.2.5.1. At present, the process of compiling the next strategy has only just begun and it is impossible at this stage to tell how innovative the strategy is likely to be or indeed what resources will underpin it.

3.2.5.2. In order to support the 10 year capital plan which is being drafted it would be prudent to set aside one year's worth of capital funding so that liquid funds remain readily available to underpin capital expenditure throughout the year.

3.2.5.3. There are a number of statutory changes in the pipeline in relation to financial reporting standards which will affect the amount of reserves needed to underpin pension liabilities and the year end provision for staff holiday pay. Once professional advice has been undertaken in relation to these matters, the financial model outlined below in appendix 1 can be updated.

3.2.6. Step 6 - Reserve Policy – Wording for Final Accounts

The final wording for the 15/16 accounts will be reviewed once professional advice has been undertaken as the new financial reporting standard, FRS 102 requires additional disclosure including the need to compare the available reserves with the reserves policy and explain what steps are being taken to bring the level of reserves held into line with the policy.

For reference the current word is:

The trustees of the Union have reviewed the organisation's needs to generate free reserves in accordance with Charity Commission's guidance.

In the Trustees' view the Union needs free reserves in order to

- Ensure that funds are available to safe guard the Union for the benefit of our membership
- Ensure that the Union has sufficient cash during periods of volatile trade enabling the Union to meet its short term financial liabilities as they fall due
- Provide the financial resources to enable investment in premises, facilities and equipment to enhance the range of services the Union provides to its members
- Maintain sufficient funds to enable operational activities to be maintained, taking account of potential financial risks, uncertainties and contingencies that may arise from time to time

In light the above, the Union will maintain a target level of free reserves within a range of between two to four months average unrestricted expenditure which equates to between £800k and £1.5m.

4. Conclusion

- 4.1. The Union is now much stronger financially having moved from a position of negative free reserves in July 2012 to a positive position of £1,351,479 as at 31 March 2016. It is expected that the value of reserves will reduce over the coming months due to the seasonal nature of Union activity.
- 4.2. The Reserve Policy and calculation of the desired free reserve balance needs to be reviewed at least on an annual basis by Trustees to ensure that the target reserve balance is sufficient for the needs of the Union.
- 4.3. The Board of Trustees at its recent Away Day focused on strategic risk management and further consideration may be given to the level of reserves once the strategic risk register has been completed. Also the level of reserves will fluctuate according to the perception of risk and the financial strength of the Union.



Minutes of the Imperial College Union
Finance & Risk Committee
16 June 2016
Room 6, 12:30

PRESENT:

Lay Trustee	Jill Finney – Chair (JF)
Officer Trustee	Chris Kaye (CK)
President	Lucinda Sandon-Allum (LSA)
Council Chair	Richard Cameron (RC)
Student Trustee	Zain Rizvi (ZR)
<u>Permanent Observers</u>	
Head of Finance And Resources	Malcolm Martin (MM)
Interim Managing Director	Alex McKee (AMK)
Managing Director	Jarlath O’Hara (JO)
Administration Support Manager – Clerk	Laura Fellows (LF)

1. **CHAIR’S BUSINESS - none**
2. **DECLARATION OF CONFLICT – none**
3. **MINUTES OF LAST MEETING – 28 April 2016**

NOTED:

- a) The minutes were passed as a correct record of the meeting.

RESOLVED:

- 1) **To pass the minutes of the last meeting as a true record.**

4. **MATTERS ARISING**

NOTED:

- a) To include information about free and general reserves into the Commercial strategy which is to come to the next meeting in September.
- b) Clubs, Societies and projects meeting has been cancelled in May and June’s meeting was not quorate.
- c) Health and Safety actions to be discussed when viewing the minutes from this later in the agenda.

5. **Health and Safety Committee minutes – 7 June 2016**

RECEIVED: The minutes were presented by CJK

NOTED:

- a) The meeting was better attended in the previous times.
- b) A work plan is being developed so that we can ensure events such as Summer Ball are discussed before the event with time to implement suggestions.
- c) Discussions happened about how we get CSP's to report more accidents and near misses as they are our biggest risk with Health and Safety.
- d) A lot of clubs do their own training sessions and then bring it in house to teach other members. The higher risk clubs will often have this in place. It's those that we don't consider high risk that we need to target.
- e) Considerations around implementing a minimum standard for all clubs to adopt is being worked up as an action point. It won't be in place for this upcoming academic year as the volunteers have already been appointed. A plan is being worked for next year.
- f) The minutes in future need to show a clear route map of where we are moving forward with some of these areas we are lacking and not just reporting what was said. The next meeting is to have a clear route map with timescales including a commitment to update the following board.

RESOLVED:

- 1) **To recommend that the Board of Trustees pass the Health and Safety minutes.**

6. Month Management accounts – Month 9 and 10 (tabled)

RECEIVED: The accounts were presented by MM

- a) In regards to month 9 accounts, the following was discussed:
 - i. We are below budget for two main reasons:
 - ii. We committed to undertake a second round of Diploma in Management training course for staff at Christmas, this was unbudgeted for during the budgeting round. Half of these costs has now come through.
 - iii. There had been an issue with VAT which has now been back dated to 2014/15.
 - iv. There is still some work to do on the debtors days, but the figure is going down.
 - v. Free reserves will go down towards July due to purchasing three new minibuses.
- b) We need to consider offering a separate training session for Officer Trustees and Student Trustees specifically for the F&R Meeting so they can understand the terminology and how to read the accounts before the first meeting. To consider this for the next intake.
- c) The remove the overage/shortage graph from the pack in the future. But the message to be set to these teams about the good work they have been doing with this. This reporting is to be superseded by improved commercial risk reporting which is to be presented at the next meeting
- d) In regards to tabled month 10 accounts, the following was discussed:
 - i. The Trustee Board agreed some extra expenditure on staffing for certain areas earlier in the year with the costs now being seen for the last few months.
 - ii. Marketing income is under budget due to a known HR issue in this area. They are working to pull this back in the last few months of the year, but unlikely this will be rectified by the end of the year.
 - iii. At year end we need to look at debtor's days and those that are over 90 days. The full year provision doesn't show this profile.
 - iv. Catering have some issues with agency staff. They have a suggestion to bring in some permanent staffing costs. This will be discussed later during the budget agenda item.

- v. Retail card transactions are higher than expected. This has been factored into the next budget.
- vi. Even with the Board decision earlier in the year we are still doing well.

RESOLVED:

- 1) **To recommend that the Board of Trustees pass the Management Accounts.**

7. Event Budget report

RECEIVED: The paper was presented by CK

NOTED:

- a) The limited amount of activity is reflective of the time of year.

RESOLVED:

- 1) **To accept the report from CK about Event Budgets.**

8. External Auditor tender process and timeline

RECEIVED: The paper was presented by MM

NOTED:

- a) Help should be given to those appointed to the panel as to what it is they are looking for when doing the panels.
- b) Consideration about having an external member on the panel. This is to be someone who has had experience of doing this before. Suggestion to ask Tony Lawrence, Director of Financial Management in the College to fulfil this suggestion.
- c) Knox Cropper and KPMG both undertake different assignments when on site. KPMG are on site all year but they only visit us once a year. We have them for about 10 days but this isn't written down anywhere.

ACTION: MM to write down a menu of things KPMG could use for their next assignment for next meeting

RESOLVED:

- 1) **To approve the paper with the above noted suggestions.**

9. Foundry 6 month review

RECEIVED: The paper was presented by AM

NOTED:

- a) The findings from this report will be sent to the College's Chief Financial Officer to review.
- b) We want to demonstrate that although this area is making a loss we have done everything possible to make it work.
- c) The biggest issue has been the limited footfall in the areas. Those that do attend enjoy the space and the offerings.
- d) The College has a different approach to their budgeting to the Union which has also caused some issues.
- e) Union Marketing supported has been lower than expected but there is a plan in place to rectify this in the coming months. This includes the launch of the website and increased presence in Social Media.
- f) The plan is to support this for one more year then undertake another review. The work already done by Union staff has been incredibly positive.
- g) The College will make a decision in 1 year about the future of the Foundry Bar.

ACTION: MM To produce a 1 page document of learning points/lessons learnt for the Board. This is support future decisions.

- h) To take the above action paper as a covering summary to the next Board meeting in addition to the full paper.

RESOLVED:

- 1) To recommend to pass the paper.**

10. Strategic Risk register

RECEIVED: The paper was presented by MM

NOTED:

- a) 12 risks from the away day has been brought down to 11.
- b) They all show a direction of travel but need to include dates of work.
- c) The grouping of these risks needs to be looked into.
- d) Strategic risk 3, to look at the wording of to be implemented to include develop and implement.
- e) Strategic risk 4, to look at some of the wording included in some points.
- f) Strategic risk 6 to include some wording around including information about student behaviour.
- g) Strategic risk 11 to include a point about undertaking a review in the, to be implemented section.

ACTION:

To accept the paper with the agreed amendments to some of the wordings, order and inclusion of dates for actions.

11. Budget and Capital Plan

RECEIVED: The paper was presented by MM

NOTED:

- a) This is going to be an investment Budget for the upcoming year.
- b) It has been hard to fully populate the Capital plan without having the new Strategy in pace. The numbers after next year are just replacements.
- c) We have managed to restore our financial reputation with the College over the last 5 years. We are now not seen as a 'festering sore' anymore.
- d) There is a dip in revenue figures for the shop due to removing tobacco sales, but an improvement in gross margin
- e) We are looking to do some investment opportunities such as:
 - 1. A new EPOS system which is currently 10 years old.
 - 2. To purchase new minibuses for Student Activities.
 - 3. To increase the head count in Student Activities, but this still needs to be written down about specifics to the role.
 - 4. To purchase some fixed assets to for the Social Enterprise teams to underpin the work they do and to secure future bookings.
- f) We don't yet know what the impact will be from removing tobacco sales. Our EPOS system due to the mentioned age is unable to produce information about what sales we might miss from subsequent tobacco sales.
- g) The non-financial KPI's listed are new to this year and will be the benchmark used for next year.
- h) Specific risks noted: Loss of Tobacco sales in Retail, Beit Venues ability to secure ad-hoc clients. The increase in Function sales needs support from some permanent staffing options.
- i) The Financial overview shows that we have the option of ending some 12 month contracts should we need to in year 2. This isn't an option we want to use, but is there if necessary.

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- j) Some further unpalatable options we could also look to; Remove contingency, increase minibus charges, increase bar sales, remove clubs contingency, reduce CSP grant by 3% and reduce the staff training budget by £10k. this would equal £123k. These are unpalatable due to our financial position now,.

ACTION: To have a slide that includes the areas that we are going to pursue in the next year to help drive ideas.

- k) Some appendixes included: Mini bus utilisation which provides more detail about areas to improve on.
- l) Second appendix surrounding proposed increase to the student numbers. Some more work needs to be done in this area to see what this means.
- m) For the December meeting, in line with new strategy timetable.

Recommendation– For this meeting to recommend that the Board approves the 2016/17 budget and capital plan - Approved.

12. Any other business

NOTED:

- a) Thank you to CK, LSA and ZR and their work over the year, as this is the last meeting they will attend.

Meeting closed 16:00.

An Investment Budget Budget 2016-2017

Malcolm Martin

Head of Finance and Resources



The Budget Pack

- ▲ Financial Overview
- ▲ New Initiatives
 - ▲ Board Decisions in September 2015
 - ▲ Additional Initiatives
- ▲ The Process
- ▲ Social Enterprise
- ▲ Opportunities, Risks & Levers
- ▲ Reserves
- ▲ Capital
- ▲ Appendix 1 – Mini Buses

Financial Overview

▲ Where are we now?

- ▲ 5th consecutive year of budget surpluses
- ▲ Restoration of financial reputation
- ▲ Positive free reserves (£5k deficit in July 2012)
- ▲ Significant (additional) capital injections from College

▲ Opportunities for investment and service enhancement

- ▲ New College Strategy
- ▲ Advice service

▲ Growing social enterprise services

- ▲ Income growth 16/17 3.2% (7.2% incl Tobacco)

Financial Overview

▲ Key Investment Opportunities:

- ▲ Electronic Point of Sales System (EPOS) – grow income
- ▲ New Mini Buses for CSP's – maintain services to CSP's
- ▲ Develop Student Activities – enhance service
- ▲ Fixed Assets – service enhancements in commercial areas

Financial Overview

	Budget 15/16	Forecast 15/16	Budget 16/17	Projection Option 1 17/18	Projection Option 2 17/18	Projection 18/19
Income	4,750	4,759	5,124	5,458	5,338	5,571
Av. GP	75%	76%	77%	77%	77%	77%
Gross Profit	3,565	3,657	3,968	4,203	4,119	4,301
Staff Costs	(2,006)	(1,994)	(2,436)	*(2,476)	** (2,392)	** (2,465)
Temp Staff	(414)	(485)	(448)	(470)	(470)	(486)
Other Direct	(1,039)	(1,102)	(1,170)	(1,206)	(1,206)	(1,242)
Contingency	(75)		(75)	(75)	(75)	(75)
Total Cost	(3,534)	(3,581)	(4,129)	(4,152)	(4,143)	(4,268)
Foundry & Summer Ball	19	15	25	22	22	22
Surplus / Deficit	50	91	(136)	0	0	55
Efficiency			40			
Surplus / Deficit	50	91	(96)	0	0	55

Financial Overview – Income

	2014/2015	2015/2016	% Increase	Amount	2016/2017	% Increase	Amount
Income	Actuals	Forecast			Budget		
License Trade							
CX	103,449	110,102	6.4%	6,653	146,988	33.5%	36,886
H	187,321	208,372	11.2%	21,051	213,556	2.5%	5,184
SK	1,116,026	1,174,348	5.2%	58,322	1,260,123	7.3%	85,775
Catering	281,397	325,359	15.6%	43,962	345,687	6.2%	20,328
ENTS	33,910	41,655	22.8%	7,745	43,279	3.9%	1,624
The Foundry	0	12,000			15,000	25.0%	3,000
	1,722,103	1,871,836	8.7%	149,733	2,024,633	8.2%	152,797
Beit Venues							
Room Hire	194,015	202,793	4.5%	8,778	223,204	10.1%	20,411
Misc Sales	17,349	17,464	0.7%	115	14,143	-19.0%	-3,321
	211,364	220,257	4.2%	8,893	237,347	7.8%	17,090
Retail	1,069,582	1,121,458	4.9%	51,876	1,042,681	-7.0%	-78,777
Marketing							
General	43,837	47,910	9.3%	4,073	58,500	22.1%	10,590
Events	50,058	60,127	20.1%	10,069	66,130	10.0%	6,003
	93,895	108,037	15.1%	14,142	124,630	15.4%	16,593

New Initiatives

- ▲ Board Decision – September 2015 (investment of £150k)
 - ▲ Systems Development - risk management of our mission critical bespoke systems
 - ▲ Marketing Resource – investment in additional services & outlets
 - ▲ Student Development – Resource to underpin Imperial Award pilot scheme + Student Hubs (focus on student enterprise)
 - ▲ Advice Service

- ▲ Other New Initiatives
 - ▲ Student Activities

New Initiatives

What has been the impact of the investment ?

Investment Area	Impact	Measure	Result
Marketing Support Systems Manager Finance Manager	Increased revenues in Licensed Trade	Income across all six licensed trade budgets	2015 Actuals: £1,722,100 2016 Forecast: £1,871,836 2017 Budget: £2,024,633
Marketing Support Systems Manager Finance Manager	Increased revenues in Beit Venues	Income in Beit Venues budget	2015 Actuals: £211,364 2016 Forecast: £220,257 2017 Budget: £237,347
Marketing Support Systems Manager Finance Manager	Increased revenues in Retail	Income in Retail budget	2015 Actuals: £1,070,000 2016 Forecast: £1,121,000 2017 Budget: £1,042,700 <small>Taking into account a loss of income of £135,000 due to loss of tobacco sales</small>
Marketing Support	Increased revenues in Marketing	Income in Marketing budget	2015 Actuals: £93,895 2016 Forecast: £108,037 2017 Budget: £124,600
Systems Manager	More club money taken online rather than cash	Percentage of club SGI taken online	

New Initiatives

▲ What has been the impact of the investment ?

Non-financial KPI's

Investment Area	Impact	Measure	Result
Advice Centre	Increase in use of the Advice Centre	Number of student cases completed	2015: 1,409 2016: 2,208 2016 figure taken 9 June.
Advice Centre	Increased satisfaction with the Advice Centre	Student satisfaction with the Advice Centre in Student Experience Survey	2016: 81% satisfied or better
Systems Manager	Increased satisfaction with the Union's online presence	Student satisfaction with the Union Website and eActivities in Student Experience Survey	2016: 63% satisfied or better
Marketing Support	Better knowledge of the Union at its role in enhancing the student experience	Increase in agreement the Union's key communication messages in Student Experience Survey	2016: Average of 69% agreed or strongly agreed

New Initiatives

Investment Area	Impact	Measure	Result
Student Development	Supporting student social enterprise opportunities	Number of social and environmental student projects and issues supported	2016: 3
Student Development	More students recording hours through our Imperial Plus scheme	Total number of hours recorded in Imperial Plus	2015: 12,161 hours 2016: 13,535 hours 2016 figure taken at the end of term two.
Student Development	More students volunteering in the local community	Student registering an interest in an volunteering opportunity	2015: 1,167 2016: 1,432 2016 figure taken at the end of term two.
Student Development	More students getting involved in mass volunteering events	Number of mass volunteering events	2015: 14 2016: 21 2016 figure taken at the end of term two.

New Initiatives

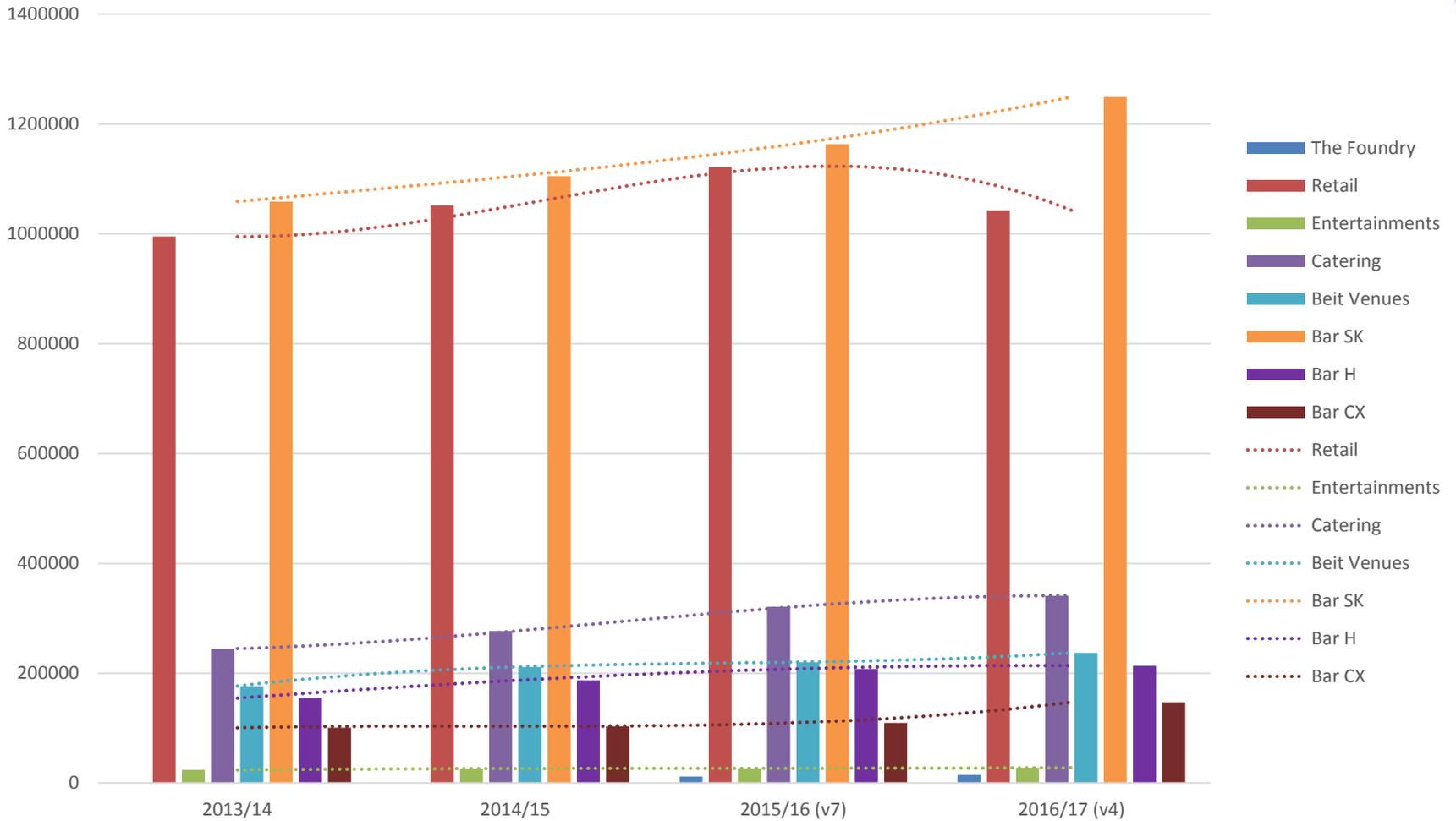
Investment Area	Impact	Measure	Result
Student Activities	More students joining our Clubs, Societies & Projects	Club memberships sold online	2015: 24,633 2016: 27,572 2016 figure taken 9 June.
Student Activities	Increased satisfaction with our Clubs, Societies & Projects	Student satisfaction with Clubs, Societies & Projects in Student Experience Survey	2016: 95% satisfied or better

The Process

- ▲ Zero based budgeting approach
 - ▲ Benchmarking
 - ▲ COL 2% assumption
 - ▲ Daily income targets
- ▲ 17 operational budgets (budget holders)
- ▲ Initial review by SMG representatives
- ▲ Presentation to budget panel consisting of President, DPFS, DPCS, MD X 2, HOF&R (over 80 hours) plus time spent by the Finance team
- ▲ SMG review
- ▲ Leadership Team review

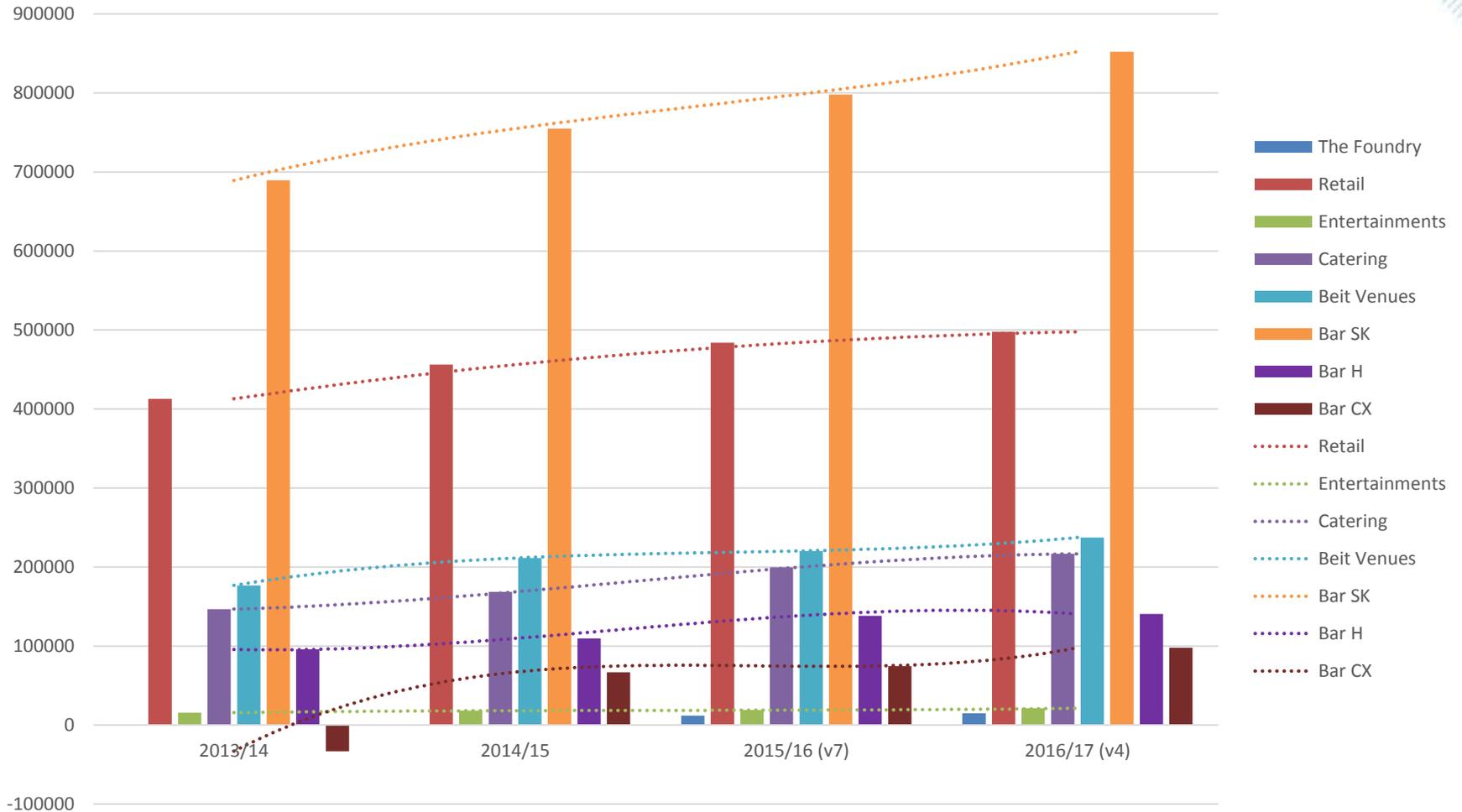
Social Enterprise

Social Enterprise - Sales



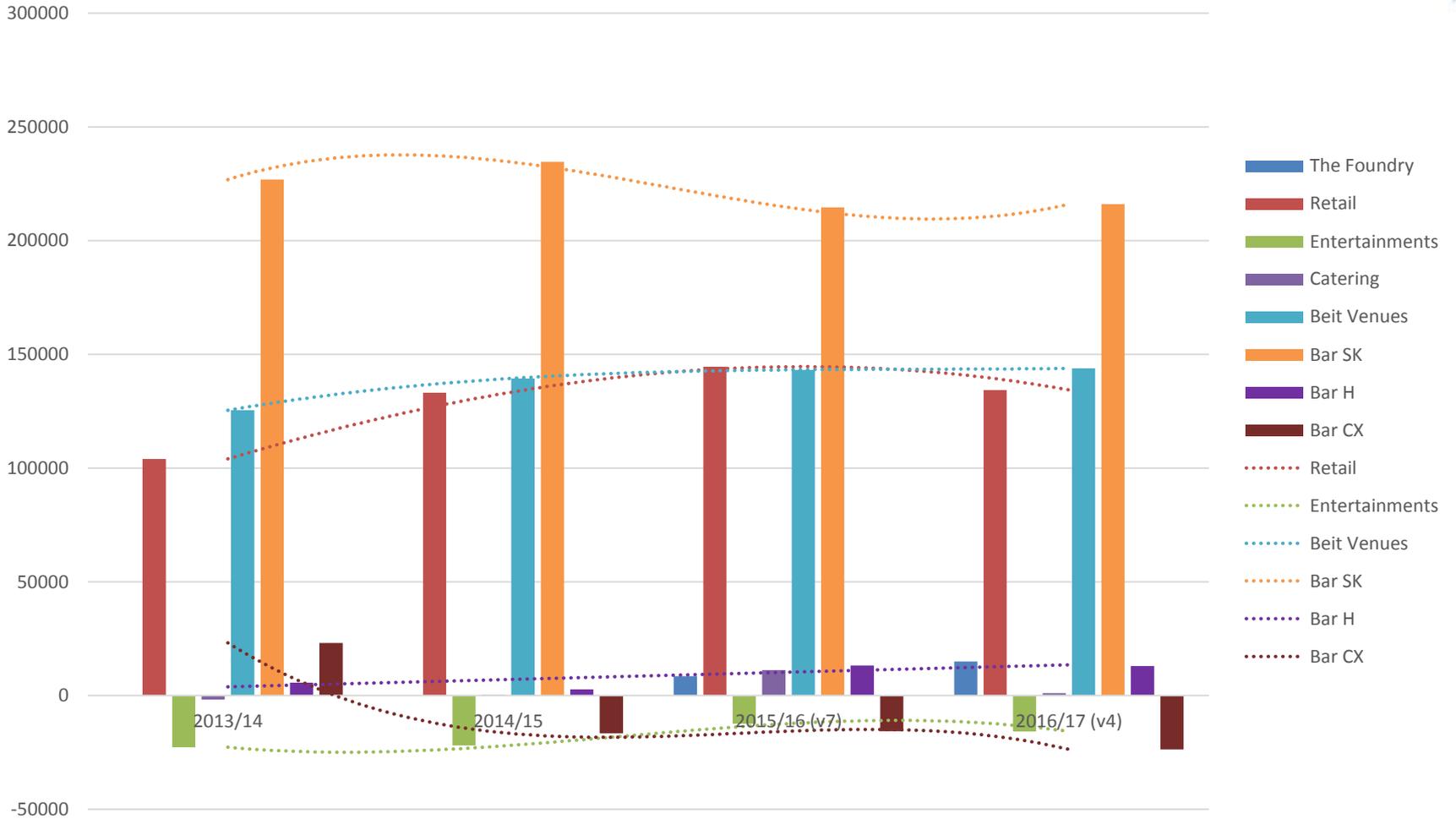
Social Enterprise

Social Enterprise - Gross Profit



Social Enterprise

Social Enterprise - Net Profit



Block Grant

Block Grant



Opportunities

▲ Investment Opportunities

- ▲ Student social enterprise

▲ Service improvements

- ▲ Marketing
- ▲ Systems – student staff engagement
- ▲ Advice service

Risks

▲ Risks – inherent

- ▲ Loss of license
- ▲ Staff turnover
- ▲ Weather

▲ Risks – specific

- ▲ Retail – loss of connected sales (tobacco)
- ▲ Beit Venues – add hoc clients (BBC contract £40k + £12k)
- ▲ Catering – increase in Function Sales

Levers (year 2)

- ▲ What will the Union do to move to a break-even position for 2017/2018?
- ▲ Option 1 – Develop new income streams
 - ▲ Renegotiating listing fee for brewery contract
 - ▲ College funding for Student Enterprise
 - ▲ Sell spare mini bus capacity during summer

Levers (continued)

▲ Option 2 – reduce staff costs

▲ Levers – Yr 2

- ▲ 1 Year short-term contracts £85k
 - ▲ Representation Coordinator £31k
 - ▲ Student Activities Administrator £27k
 - ▲ Student Development Coordinator £27k

- ▲ Unpalatable Options £123k
 - ▲ Remove Contingency £75k
 - ▲ Increase mini buses charges £2k
 - ▲ Increase bar £12k
 - ▲ Remove Clubs contingency £15k
 - ▲ Reduce CSP Grant by 3% £9k
 - ▲ Reduce Training £10k

Reserves

Year	Opening Balance	Asset Purchase	Depreciation	DCG Release	Surplus	General Reserves
2015/16	764,967	(238,217)	460,678	(221,821)	100,000	865,607
2016/17	865,607	(323,984)	522,213	(221,821)	(100,000)	742,014
2017/18	742,014	(113,982)	551,200	(221,821)	-	957,412
2018/19	957,412	(129,258)	552,217	(221,821)	50,000	1,208,550
2019/20	1,208,550	(164,534)	543,874	(221,821)	50,000	1,416,069
2020/21	1,416,069	(197,140)	526,909	(221,821)	50,000	1,574,017
2021/22	1,574,017	(307,977)	543,353	(221,821)	50,000	1,637,572
2022/23	1,637,572	(149,812)	517,952	(221,821)	50,000	1,833,891
2023/24	1,833,891	(153,788)	521,299	(221,821)	50,000	2,029,582
2024/25	2,029,582	(145,648)	525,150	(221,821)	50,000	2,237,263
2025/26	2,237,263	(98,093)	530,348	(221,821)	50,000	2,497,697

Capital

▲ 2016/17 Capital Spend = £323,984

Note – an itemised capital plan was reviewed by Finance and Risk Committee (Thursday 16 June 2016)

Appendix 1 – Mini Buses

▲ Key findings

- ▲ Aging fleet of 18 mini buses with 10 being depreciated
- ▲ Current capital investment breaks even at 1.5% cost of capital
- ▲ NPV of 5.5% can be achieved with additional net income of £1k p.a.
- ▲ There is an opportunity to sale spare capacity

Recommendations

▲ *The Board:*

- ▲ *Recognises the financial strength of the Union*
- ▲ *Allows the capital expenditure of £324K for 16/17*
- ▲ *Notes the preferred option is to grow income to eliminated the 1 year deficit*
- ▲ *Approves the 16/17 operational investment Budget being a deficit of £96k*

Strategic Risk Register

Imperial College Union

Environmental

1. Failure to recognise, adapt or respond to the changing environment and dynamics of our membership or the College resulting in lower levels of engagement with the Union's services and reduced relevance.
2. External legislative changes affect the status of the Union or the financial benefits utilised by our activities.
3. Failure to ensure the Union extends its physical presence in an increasingly geographically disparate College environment.

Services

4. A significant decline in the level of student engagement with, or failure to ensure our membership's understanding of, the Union's electoral and democratic processes, undermining the potency of our voice.
5. Failure to meet the increasing demands for quality advice and support for our membership across the College.

Financial

6. Commercial operations suffer significant downturn, fraud or loss of license leading to financial deficits.
7. Inability to secure a funding agreement with the College with an adequate level of funding to underpin our strategic aims or failure to meet audit expectation resulting in a loss of confidence in the Union's management.

Resources

8. Failure to implement an effective people management strategy leading to ongoing staffing challenges and weakening external standards.
9. A significant failure to our IT systems resulting in services being unavailable or commercial activity affected.

Safety and Reputational

10. A serious untoward incident, which results in serious reputational damage
11. A serious health and safety incident occurs where policies and procedures have not been followed resulting in reduction in future activity or prosecution.

Strategic Risk			
1	Failure to recognise, adapt or respond to the changing environment and dynamics of our membership or the College resulting in lower levels of engagement with the Union’s services and reduced relevance.		
Impact			
Impact	High	Likelihood	Low
<ul style="list-style-type: none"> • Reduction in funding from College • Loss of reputation within the sector and wider community • Reduction in legitimacy in student decisions on committees 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Ongoing consultation and dialogue with students through focus groups, representative systems and internal and external surveys • Relevance of our electoral processes • Understanding the make-up of our membership through data analysis 		<ul style="list-style-type: none"> • Horizon Scanning (<i>ongoing; to be discussed at monthly SMG</i>) • Regular discussions with College to identify shared risks (<i>ongoing</i>) • Ensuring a presence is at every campus (<i>ongoing</i>) 	

Strategic Risk			
2	External legislative changes affect the status of the Union or the financial benefits utilised by our activities.		
Impact			
Impact	High	Likelihood	Medium
<ul style="list-style-type: none"> • Loss of charitable status • Requirement to register commercial activities with a subsidiary company liable for corporation tax 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Financial stability through reserves • Political networking • Collaboration with College • Knowledge of students’ unions legal status 		<ul style="list-style-type: none"> • Horizon scanning (<i>ongoing</i>) 	

Strategic Risk			
3	Failure to ensure the Union extends its physical presence in an increasingly geographically disparate College environment.		
Impact			
Impact	High	Likelihood	Medium
<ul style="list-style-type: none"> • Loss of opportunity to engage with new students • Reputation • Hinders to future growth in activities at other campuses 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Ensure College carry out relevant and timely student consultation • Lobby College to improve transport links 		<ul style="list-style-type: none"> • Develop a strategy outlining the Union's approach to what presence is expected at the White City campus by 31 July 2016 	

Strategic Risk			
4	A significant decline in the level of student engagement with, or failure to ensure our membership's understanding of, the Union's electoral and democratic processes, undermining the potency of our voice.		
Impact			
Impact	Medium	Likelihood	Medium
<ul style="list-style-type: none"> • No mandate from the student body • Officer roles do not appeal to members • Reduction on influence with College • Reduction of Union's legitimacy • Members unable to achieve their goals • Difficult to engage with members 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Promoting the Union's effectiveness through Impact Reports and regular communication to the student body • Investing in the Union's electoral processes • Highlight positive impact of past officers • Ensuring there is a good working relationship with College staff that make key decisions 		<ul style="list-style-type: none"> • Review the Union's democratic functions to ensure they are easy to understand and access by 31 October 2016 • Promote the Union as a real conduit for change – the place to get 'stuff changed' by 31 January 2017 • Improve how we communicate the effectiveness of Officer Trustees by 28 February 2017 	

Strategic Risk			
5	Failure to meet the increasing demands for quality advice and support for our membership across the College.		
Impact			
Impact	Medium	Likelihood	Medium
<ul style="list-style-type: none"> • Negative impact on members not receiving appropriate advice • College services not referring to the Advice Centre • Long waiting times for advice, often of a timely nature • Reduction in the quality of the advice we can offer 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Review the Union’s advice provision • Ensure there is an appropriate level of staff support and staff knowledge to meet demand • Collect detailed usage statistics and evidence to inform future expansion or preventative campaigning 		<ul style="list-style-type: none"> • Lobby the new Vice Provost Education about Future Student Services by 31 October 2016 • Provide analysis of advice centre usage on a termly basis by 31 July 2016 	

Strategic Risk			
6	Commercial operations suffer significant downturn, fraud or loss of license leading to financial deficits.		
Impact			
Impact	High	Likelihood	Low
<ul style="list-style-type: none"> • Losses in revenues impacting on ability to delivery key services • Job losses for our membership • Social space loss • Negative affect on College relationship • Impact on local neighbourhood relationships 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Timely and accurate financial information • Clearly written down and followed operating procedures • Financial procedures fit for purpose, robust and regularly tested • Annual internal and external audit • Regular review of product mix to ensure it caters to wants and needs of all members 		<ul style="list-style-type: none"> • Whistle blowing policy by 31 January 2017 • Commercial Strategy document created by 30 September 2016 	

Strategic Risk			
7	Inability to secure a funding agreement with the College with an adequate level of funding to underpin our strategic aims or failure to meet audit expectation resulting in a loss of confidence in the Union’s management.		
Impact			
Impact	High	Likelihood	Low
<ul style="list-style-type: none"> • Removal or reduction of current services • Loss of staff/employment • Reserves are depleted • Loss of College reputation 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Diversify income streams so that the Union is not so reliant on College for funding • Continue positive relationship with College • Regular reporting to Finance & Risk Committee • Maintain focus on audit recommendations • Continue to demonstrate impact of College funding on student life at imperial through Impact Reports and the mid-term fund report 		<ul style="list-style-type: none"> • Secure medium term funding agreement by 30 June 2017 • Demonstrate areas of the College strategy the Union would be best placed to deliver by 31 July 2017 	

Strategic Risk			
8	Failure to implement an effective people management strategy leading to ongoing staffing challenges and weakening external standards.		
Impact			
Impact	Medium	Likelihood	Medium
<ul style="list-style-type: none"> Failure to recruit and retain great staff members Loss of institutional memory Loss of a supportive community in staff team Low staff morale or effectiveness Failure to follow employment regulations and laws 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> Access to training process Clear standards for team meetings and one-to-ones Regular Personal Development Reviews Investment in staff training Management Expectations Investors in People Gold Standard Annual staff survey and departmental action plans Strong links with College HR and knowledge of their processes 		<ul style="list-style-type: none"> Review recruitment and selection processes by 31 August 2016 Work-life balance statement by 31 July 2016 Overarching people management strategy to tie together all the Union's processes by 30 April 2017 Promote a career development culture (ongoing) 	

Strategic Risk			
9	A significant failure to our IT systems resulting in services being unavailable or commercial activity affected.		
Impact			
Impact	High	Likelihood	Medium
<ul style="list-style-type: none"> • Significant functionality loss across whole organisation • Productivity loss • Regulation issues surrounding the breach of data safety • Risk to audit rating • Reduction in club functionality and autonomy 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Clear management responsibilities • Documentation and shared knowledge of systems • Staff support for key systems • Build knowledge of Union systems in College ICT • All code stored on a central repository with version control 		<ul style="list-style-type: none"> • Ensure all essential services are hosted on virtual servers by 31 July 2017 • Regular stress testing of systems by 31 July 2017 	

Strategic Risk			
10	A serious untoward behavioral incident, which results in serious reputational damage.		
Impact			
Impact	High	Likelihood	High
<ul style="list-style-type: none"> • Credibility of the Union to deliver activities • Legal ramifications • Financial implications • Loss of trust from College • Change to the Union’s autonomous approach to student activities 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Reputational training for Union Officers • Existence and efficacy of the Union’s Health & Safety Committee • Risk assessments and method statements for all Union activities and events 		<ul style="list-style-type: none"> • Ensure members do not fear punitive action from reporting health and safety incidents by 31 December 2016 • Communications crisis plan and process by 31 July 2016 • Ensure the quality of risk assessments and method statements for student activities by 31 December 2016 	

Strategic Risk			
11	A serious health and safety incident occurs where policies and procedures have not been followed resulting in reduction in future activity or prosecution.		
Impact			
Impact	High	Likelihood	Medium
<ul style="list-style-type: none"> • Reputation • Draw on staff and officer resources • Personal impact on members and their friends and family • Accountability • Legal 			
Controls			
Existing		To be implemented	
<ul style="list-style-type: none"> • Early mitigation through training • Constant re-evaluation of procedures and policies • Clear outlines of responsibilities between College and the Union • Existence and efficacy of the Union’s Health & Safety Committee • Risk assessments and method statements for all Union activities and events 		<ul style="list-style-type: none"> • Ensure members do not fear punitive action from reporting health and safety incidents by 31 December 2016 • Communications crisis plan and process by 31 July 2016 • Ensure the quality of risk assessments and method statements for student activities by 31 December 2016 • Activity risk management review by 31 December 2016 	

Trustee Board Succession planning

Our trustee board structure is such that a majority of the board are replaced every year. This brings fresh thinking and enthusiasm in a manner absolutely befitting our dynamic organisation.

This turnover also creates a challenge in terms ensuring that the skills and knowledge across the trustees remain continuous and balanced.

Below is an outline of our current Trustees including the dates of their terms which displays that there is currently a vacancy for one external trustee position.

Trustee		31-Jan-15	31-Jul-15	01-Aug-15	31-Jan-16	31-Jul-16	01-Aug-16	01-Jan-17	31-Jul-17	01-Aug-17	31-Jan-18	31-Jul-18
External	Neil Sachdev											
External	Kate Owen											
External	Jill Finney											
Alumni	Andy Heeps											
Officer Trustees	1 August - 31st July yearly											
Elected Trustees	1 August - 31st July yearly											
Appointed Trustee	Tim Seers (appointed January 16)											
Appointed Trustee	Alex Raposo (appointed January 16)						Course ends 30 September 2016					

Governance Committee discussed and approved a plan for a skills audit to be carried out before incoming Officer Trustees begin their roles in order to help shape their induction.

This audit will be complete by mid-July and will enable the appointments and remuneration committee to assess and recommend a candidate to the Board for formal ratification in time for the October Board of Trustees meeting.

An outline of the timeline therefore would be:

Action	Completed by
Establish the officer and student trustee members of A&R committee	13 th July
Skills Audit complete for all members 2016-17 Board of Trustees	13 th July
Cross-referencing of audit returns and unrepresented areas highlighted	20 th July
Advert agreed and posted for vacant trustee position	29 th July
Interview shortlisted candidates	Advert live until late August
Recommendation ratified by Council	Early September – dates tbc
Recommendation ratified by Board via email	Late September
Recommendation ratified by Board via email	Early October
Successful candidate attends Board	27 th Oct

For decision:

1. Approval of the recruitment plan for vacant Trustee position
2. Establish the new student and officer trustee members of the appointments and remuneration committee.
 - a. *This does not need to be done in the meeting but it would be worth considering the value of including the Council Chair in the committee to ensure transparency for council.*
3. Agree to receive the recommendation from the A&R Committee via email to facilitate approval in advance of the October meeting therefore enabling the new trustee's attendance at the October Board.

Jarlath O'Hara
Managing Director

Council Reform Workplan

Richard Cameron

Principles

A large and diverse Council is important, in order to ensure the Union's highest democratic body is sufficiently representative.

However, much of the business addressed at Council does not cross between interest groups and, as such, could be better addressed at one of Council's sub-committees (which are composed of representatives with the relevant knowledge & experience).

Bringing together the entire Council for items of business which are irrelevant to the roles of most of its ex-officio members is an inefficient method to produce Policy.

This approach also wastes the time of a large number of valuable volunteers – time which could be spent pursuing the mandates to which they were elected.

Council has insufficient business to require monthly meetings, particularly if much of its day-to-day policy-making can be devolved to the sub-committees.

Plan

- Reduce the mandated frequency of Council meetings to termly (Bye-Law change required).
- Give Council's sub-committees (Education & Representation Board, Community & Welfare Board, Clubs Societies & Projects Board) Policy-making powers in their respective areas (possible Bye-Law change required).
- Create a new sub-committee. This sub-committee would:
 - Be elected from Council
 - Oversee Policy-making by the other sub-committees, with the ability to put such Policy on hold pending a full Council meeting
 - Make Policy on behalf of Council in areas where none of the other sub-committees are appropriate
 - Meet at least monthly, to take reports from the Officer Trustees
 - Meetings of this sub-committee would be open to any member of Council (beyond its membership) interested in attending
- Policy being considered by any of these sub-committees would be circulated in advance to all Council members, so that they may attend and speak at the relevant meetings (though only the membership of the sub-committee would vote).
- Each sub-committee would prepare a report on their activity for the termly Council meeting, for Council to scrutinise and approve.

As a follow-on, this plan would also include provisions to lead into reviewing how Council & the sub-committees operate under the new structures, and their memberships.

Workplan

- | | |
|--|--|
| 7 th June: | Request Council to recommend this plan to the Trustee Board and next year's Council. |
| 8 th – 23 rd June: | Gather feedback from outgoing and incoming Council members, and make improvements to the plan accordingly. |
| 23 rd June 2016: | Take this plan to the Trustee Board. |

Agenda 8 – Council Reform work plan

- 23rd June – September: Inspect a selection of past Council papers for how they would be addressed in the new system; amend the plan if any flaws are found.
Prepare a coherent, updated set of standing orders for all the sub-committees.
Prepare a Council paper proposing the standing orders and any relevant Bye-Law changes.
- October: Put the paper and standing orders to the first meeting of the new Council.

Paper For Discussion: Affiliation with Citizens UK
Written by Lucinda Sandon-Allum (President) and Jennie Watson (Deputy President Welfare)

Aim

To discuss the idea of membership with the community charity, Citizens UK; and the benefits and costs to Imperial College Union and its members, of being affiliated with this organisation.

Background

Citizens UK (CUK) is a charity with the aim to bring communities together to campaign on issues for the common good.

Citizens UK's objectives (as per their website):

- *“To develop the capacity and skills of the members of the socially and economically disadvantaged communities of Britain and Ireland in such a way that such members are better able to identify and meet their needs and participate more fully in society;*
- *To assist by directly promoting the more effective working of local and national capacity building institutions designed to pursue that aim.”*

Jennie (DPW) and I have been in regular contact with West London Citizens, attending workshops and meetings for their London Wide Housing Campaign for the London Mayoral election debate. For the debate CUK will propose three major asks as decided upon by the West London community; London living rent, London-wide rogue landlords taskforce, and lack of control over developments. Two of the three asks could have direct positive impacts on our members.

Campaigns

CUK is not a campaigning organisation, but rather a community organising organisation, by working with institutions to train them on how to win campaigns.

Therefore, CUK campaign on anything its members want to campaign on. As an example of a campaign relevant to students, in the past few years Nottingham University Student Union have won the following campaigns, due to being part of the organisation:

- Mandatory licensing for private landlords so that they have to meet certain housing standards.
- £90,000 of funding from the Police and Crime commissioner to install 1000 CCTV in cameras in taxis to ensure that students are not getting ripped off or sexually harassed.
- Free tampons in all female toilets in University.

- Leadership development of their Sabbatical officers - including how to chair assemblies of 2,500 people and negotiating with the council.
- As well as that, students were interested in some of CUK's national campaigns and became involved in the Living Wage and Social Care.

Testimonials from other Unions

"We have been affiliated to citizens now for about 18 months, initially we got involved because the SU became a living wage employer and got accredited through citizens. The two major benefits that we get are 1) the training is invaluable for our Sabbs..., to go on a 6 day course with community leaders focussed on community organising is incredibly useful. 2) the community links, MDXSU has always had a very difficult relationship with our local community... Since affiliating we now work really well with them on all sorts of issues from HMO's to social care.

The main campaigns we have been part of are the general election campaign and the mayoral election, but we are just starting to work with our campus trade union on a living wage campaign, which they will be incredibly useful for.

Basically I can only speak positively, and I think our sabbs would say the same."

Ed Marsh – Director, Middlesex Students' Union

Tor Njamo – President, Ravensbourne Students' Union states that CUK membership is better value for money than NUS affiliation.

Membership

If the Union were to join, CUK would look at what issues are affecting our members. They would work with the Officer Trustees and students to learn how to build power, do research, take action and negotiate. The Union would also be able to get involved in other current campaigns put into action by members of the wider London community, for example, the London Mayoral elections debate.

A list of the current London Universities/Student Unions affiliated with CUK:

- Imperial College School of Medicine
- Queen Mary SU
- City University London SU
- London South Bank SU
- University of East London SU
- University of West London SU
- UCL – Bartlett Development Planning Unit
- Birkbeck University London
- University of East London
- Middlesex Students' Union
- Ravensbourne Students' Union

Membership would provide training opportunities for sabbaticals and student officers and volunteers. The training would teach techniques to influence others, negotiate, build power and how to organise within communities, whilst also giving skills that could be applied elsewhere, for example, networking techniques.

Membership with CUK has the potential to help future sabbaticals and volunteers run effective campaigns important to the membership, and help us link up with other organisations providing diverse volunteering opportunities for our members. This is already starting to occur; through attendance at CUK events, the DPW has formed links between the Student Development department and the Migrant & Refugee Community Forum. These connections have proved very useful for Imperial's branch of STAR, provided more opportunities for personal development and volunteering to our members, and improved the Union's position as part of the local community.

The membership cost for our institution would be £5,000 per annum.

Options for discussion

- The benefits and opportunities of membership with CUK
- The potential negatives and concerns of membership with CUK
- The appetite of our members to be affiliated with such an organisation

Affiliation with Citizens UK

Proposed by Lucinda Sandon-Allum (President) and Jennie Watson (Deputy President Welfare)

Seconded by Chun Yin San (Deputy President Education) and Maredudd Harris (ICSMSU President)

The Union Notes

- Citizens UK (CUK) is a charity with the aim to bring communities together to campaign on issues for the common good.
- Citizens UK's objectives (as per their website):
 - a. *"To develop the capacity and skills of the members of the socially and economically disadvantaged communities of Britain and Ireland in such a way that such members are better able to identify and meet their needs and participate more fully in society;*
 - b. *To assist by directly promoting the more effective working of local and national capacity building institutions designed to pursue that aim."*
- CUK is not a campaigning organisation, but rather a community organising organisation, by working with institutions to train them on how to win campaigns.
- CUK campaign on anything its members want to campaign on. As an example of a campaign relevant to students, in the past few years Nottingham University Student Union have won the following campaigns, due to being part of the organisation:
 - a. Mandatory licensing for private landlords so that they have to meet certain housing standards.
 - b. £90,000 of funding from the Police and Crime commissioner to install 1000 CCTV in taxis to ensure that students are not getting ripped off or sexually harassed.
 - c. Free tampons in all female toilets in University.
 - d. Leadership development of their Sabbatical officers - including how to chair assemblies of 2,500 people and negotiating with the council.
 - e. As well as that, students were interested in some of CUK's national campaigns and became involved in the Living Wage and Social Care.
- The membership cost for our institution would be £5,000 per annum.

The Union Believes

- If the Union were to join, CUK would look at what issues are affecting our members. They would work with the Officer Trustees and students to learn how to build power, do research, take action and negotiate.
- The Union would also be able to get involved in other current campaigns put into action by members of the wider London community, for example, the London Mayoral elections debate.
- Membership would provide training opportunities for sabbaticals and student officers and volunteers. The training would teach techniques to influence others, negotiate, build power and how to organise within communities, whilst also giving skills that could be applied elsewhere, for example, networking techniques.
- Membership with CUK has the potential to help future sabbaticals and volunteers run effective campaigns important to the membership, and help us link up with other organisations providing diverse volunteering opportunities for our members.

The Union Resolves

- To join Citizens UK as an affiliated member



Membership of Citizens UK Letter of Understanding

Citizens UK is the largest and most diverse alliance in the UK of active citizens and leaders from local institutions who are committed to working together for the common good. It is a growing organisation. Currently, there are over 350 local institutions in dues-paying membership.

Community organising starts with the recognition that real change can only come when community-rooted organisations pool resources and learn the arts of public action – building enough power to oblige the State and the Market to consider and respond to the real needs of ordinary people whilst also leading the way ourselves on the issues and good practices which are the responsibility of Civil Society.

Citizens UK has trained more than 7,000 community leaders in community organising and leadership techniques and built strong relationships of trust between diverse organisations. Through this training and by putting it into public action, we have given people the confidence to participate in public life for the good of their communities and the safe and peaceful governance of the City, Borough or Neighbourhood.

The charitable aim of the organisation is to develop the capacity of the citizens of Britain and Ireland to participate more fully in society and to strengthen the member community organisations of civil society in the process.

A Citizens UK **Board of Trustees** is elected from the membership and is accountable to the membership through an Annual General Meeting and Special General Meetings. The Board is the final arbiter of disputes, membership requests and determining the strategic direction and decisions of the organisation.

Within the company there shall be local **Citizens Alliances or Chapters** set up to further these objects at a more local level. Each Citizens Alliance shall have a local **Leadership Group** which shall consist of not less than eight and not more than 15 persons elected by local affiliate members. The local Leadership Group may co-opt up to three additional members. Local 'affiliates' are the dues paying Institutions in each area where a Citizens Alliance is active. The Board in association with the local Leadership Groups is responsible for the **governance** of CUK; resources, policy and good practice.

This **Letter of Understanding** sets out what a local institution can expect to gain from membership of Citizens UK Alliances or Chapters and what they are expected to commit on their side.

Citizens UK will provide for each local institution in membership:

1.1 COMMUNITY LEADERSHIP TRAINING

Membership of a Citizens UK Alliance or Chapter gives local institutions at least one free place on the six-day residential Community Organising training when they first join and at least two free places on

the local, two-day non-residential leadership training, which are held a number of times each year. The courses develop the skills and confidence of individuals to put their values and beliefs into action in an effective way in their community. The trainings cover topics and concepts including team building, one-to-one meetings, self-interest, strategy, running effective meetings and power analysis. CUK's unique, yet universal Curriculum has been developed and refined over many years of action, reaction. It is regularly tested in action.

1.2 PARTICIPATION IN NEIGHBOURHOOD, CITY-WIDE AND UK-WIDE CAMPAIGNS

Citizens UK will never dictate to a local Alliance the 'actions' or campaigns it should pursue. Our interest is in developing leaders through the issues and concerns that they share and improving the governance of our neighbourhoods. However since Citizens UK is 25 years old we are already running a number of significant projects and campaigns which have been voted on by the members over the years. These are improving life for local communities in the UK and are giving the trained leaders from member institutions opportunities to have an impact on their city or area. As a learning organisation these experiences and stories can be shared. Citizens UK runs a variety of campaigns on issues chosen democratically by the members. We are a non-partisan civic movement. As a member, your institution has at least one institutional vote at strategy meetings and local Delegate Assemblies where decisions are taken on campaigns and actions, as well as the right to propose actions and campaigns. Citizens UK works on issues that are for the common good and cannot support partisan political campaigns, either nationally or internationally. From April 2014, the external politics of CUK will be overseen by the **CUK Council** – particularly at General Election time and at other times when our members need a UK-wide voice. At least five delegates from each Chapter (accountable to their Chapter Delegates Assembly) make up the CUK Council.

1.3 CONNECTIONS TO OTHER LOCAL INSTITUTIONS WITH SIMILAR VALUES

Citizens UK's unique network of local member institutions includes diverse faith congregations, schools, student organisations, trade union branches, health centres, diaspora groups and community associations. Citizens UK brings people together across ethnic, religious, and economic lines, and will create opportunities to build good relationships with neighbours from different backgrounds working together for the common good. CUK is also part of the only international network of similar Citizens Alliances; including DICO in Germany; IAF in the USA and Canada and the Sydney Alliance in Australia.

1.4 PROFESSIONAL STAFF WORKING WITH YOUR INSTITUTION ON ISSUES AFFECTING YOUR MEMBERS

Citizens UK organising staff are dedicated to working with and supporting the member institutions and helping them to identify and develop new leaders and organise actions to address problems affecting local people, institutions and the wider community. Organisers are available for consultations, local training, workshops on institutional development and will review your institution's membership, role and relevance in the local community and overall mission. CUK supports, recruits and employs the Organisers and mentors them through The CUK Guild of Community Organisers.

1. As a member of a Citizens UK Alliance or Chapter, each institution will:

2.1 ENCOURAGE PEOPLE IN YOUR INSTITUTION TO BE ACTIVE IN THE NETWORK

Citizens UK is only as strong as the local people who participate and take action together to bring about change. Ideally each member of an alliance includes an identified team of at least ten people who have attended Citizens UK training, and are taking action regularly alongside people from other local institutions. In order to encourage more depth in the engagement between member institutions and Citizens UK, each member institution with a turnout of at least five individuals at Assemblies will receive one vote (and each member with a turnout of ten will receive two votes) in the internal democratic

decision-making process. Member institutions with less than five individuals will be allowed to participate in debates but not to vote. Members are expected to use their vote(s) in a considered way and to contribute to debate inside the organisation.

2.2 CONDUCT

It is expected that members will leave divisive issues at the door, so that beliefs held by other member organisations can be respected. No member should use their membership as a vehicle to promote views and opinions which are outside the charitable remit of the organisation or its core values of mutual respect, democracy, and the pursuit of the common good.

2.3 PAY DUES

Fundamental to a strong community organisation is ownership, independence, and accountability. By far the best way of achieving this is by raising membership dues. Currently London Citizens has three levels of membership dues for institutions and also a 'dues plus' arrangement for some members that want extra time of the Organiser. The level of dues is set by the local Leadership Groups each year, who reserve the right to increase dues in line with inflation and financial pressures. Citizens UK affiliates have a policy of not taking public funding for core organising work.

2.4 HELP CITIZENS UK TO GROW ITS MEMBERSHIP

To be an effective and authentic voice in as many neighbourhoods as possible, Citizens UK should be adding new and more diverse member institutions to its membership all the time. Your local knowledge and connections can help make this happen. Members should help make introductions, identify potential new members and seek to build relationships with neighbouring institutions.

2.5 TAKE RESPONSIBILITY FOR THE WELLBEING OF YOUR OWN COMMUNITY

Each Citizens UK member should operate within the law and the spirit of the law; to promote equal opportunities (including eliminating discrimination, non-harassment and non-victimisation); to train and develop leadership; to develop good relations with neighbouring institutions; and to act on our members' interests and concerns.

2.6 TAKE RESPONSIBILITY FOR THE WELLBEING OF THE LOCAL COMMUNITY

Each Citizens UK member institution should be relational in all that they do and stand out as friendly and inclusive in their neighbourhood. We are judged by what we do, not what we say. They should feel responsible for the wellbeing of their local community by reaching out to their neighbours in pursuit of the common good. This should include moving towards paying at least the Living Wage to all in house and contracted staff and taking concrete action to reclaim street safety in the neighbourhoods around their institution (e.g be accountable for a City Safe Zone).

If an institution disagrees with the direction of the work being taken by Citizens UK it is free to cancel its membership at any time. Membership is renewed annually. Membership runs from 1st April to 31st March. If an institution joins in the middle of the year, the dues will be calculated on a monthly basis. It is important that all payment is made within 30 days of the invoice date¹. Standing Order payments will need to start within 30 days of the invoice date. Failure to pay the membership fee on time will result in the membership being terminated with Citizens UK.

Trustees, advised by the local Leadership group, reserve the right to ask member institutions to stand down if, by their actions or statements, they conflict with the constitution and values of the organisation and/or bring the organisation into disrepute.

¹ Only applies to institutions that pay by BACS or cheque.

MEMBERSHIP FORM

This Letter of Understanding has been read and agreed upon by members of:

Name of Institution: _____

Is this institution re-joining Citizens UK?

No

Yes

Signed (on behalf of Member)

Signed (on behalf of Citizens UK)

Name _____

Position _____

Address 1 _____

Address 2 _____

City _____

Postcode _____

Phone _____

Email _____

Name _____

Position _____

Address 1 _____

Address 2 _____

City _____

Postcode _____

Phone _____

Email _____

Date Signed: _____

Is the billing address and details the same as the above address and details?

No

Yes

If "No", please fill in the billing address and details below:

Name _____

Position _____

Address 1 _____

Address 2 _____

City _____

Postcode _____

Phone _____

Email _____

DUES

Annual Dues

£ _____

PREFERRED METHOD OF PAYMENT:

BACS

Cheque

Standing Order

DUE DATE OF PAYMENT:

Within 30 days of the invoice date if paying by BACS or Cheque

Standing Order payments should start within 30 days of the invoice date

Purchase Order Information

Is a Purchase Order (PO) required for the payment of the membership dues?

No

Yes

If "Yes", we will contact the primary leader or the person stated in the billing address to obtain the purchase order number.

Please make cheque payable to "CITIZENS UK"

Or by Standing Order to:

Bank

The Co-Operative Bank

Sort Code

08-90-01

Account Number

50359293

Affiliation with Citizens UK

Lucinda Sandon-Allum, President

1.0 Introduction and Background

- 1.1 Citizens UK (CUK) is a charity with the aim to bring communities together to campaign on issues for the common good.
- 1.2 Citizens UK's objectives (as per their website):
 - 1.2.1. *"To develop the capacity and skills of the members of the socially and economically disadvantaged communities of Britain and Ireland in such a way that such members are better able to identify and meet their needs and participate more fully in society;"*
 - 1.2.2. *"To assist by directly promoting the more effective working of local and national capacity building institutions designed to pursue that aim."*
- 1.3 The Deputy President Welfare (DPW) introduced Citizens UK to the Union, due to the Imperial College Medical School being an affiliated member.
- 1.4 We have since been in regular contact with West London Citizens, attending workshops and meetings for their London Wide Housing Campaign for the London Mayoral election debate.
- 1.5 CUK is not a campaigning organisation, but rather a community organising organisation, by working with institutions to train them on how to win campaigns.
- 1.6 The membership cost for our institution would be £5,000 per annum.

2.0 Process

- 2.1 The DPW and I took a paper to Union Council on 9 Feb 2016, to discuss the idea of membership with the community charity, Citizens UK; and the benefits and costs to Imperial College Union and its members, of being affiliated with this organisation (Appendix 1) .
 - 2.1.1 The discussion was generally positive, with Council members discussing the benefits of affiliation.
 - 2.1.2 The Council members wanted chance for further discussions and to have a Question & Answer session with a representative from the organisation.
- 2.2 A second paper was taken to Union Council on 26 April 2016 to vote on affiliation with Citizens UK (Appendix 2). We also had a presentation given by Amanda Walters of Citizens UK – West London Branch.
- 2.3 The following points were noted by the Council members
 - 2.3.1 Citizens UK offer broad base campaigning tools to their affiliates through developing and training officers to deliver campaigning at intuitional, borough, city and national levels.
 - 2.3.2 Organisations have joined because they have recognised that strength in numbers help to create change and the leadership development that comes with empowering officers through training.

- 2.3.3 The benefits that the Union will see are that of training and development of the officers, access to networks through the alliance and the ability to make changes that students want to.
- 2.3.4 The alliance is nonpartisan.
- 2.3.5 Institutions are able to opt in to campaigns – it is not expected that they must be involved in all campaigns that are run through the alliance.
- 2.3.6 It was queried as to why the offer that Citizens UK are giving cannot be delivered with the current staffing resources as there has been investment in growing this area in the past few years and this area is producing exceptional results.
- 2.3.7 In regards to the funding of the affiliation, it was reminded that Council does not have to concern itself as to where this money would come from.

3.0 Resolves

- 3.1 Union Council voted to be affiliated with Citizens UK (For 17, Against 6, Abstain 2)
- 3.2 For the Board of Trustees to ratify this affiliation due to the reputational risk attached to the affiliation.
- 3.3. For the Board of Trustees to agree to the Membership Letter of Understanding (Appendix 3), or make amends as they see fit.

Imperial College Union Board of Trustees

Managing Director's Report

June 2016

The story so far

After a month of meeting people, I still have a smile on my face most of the time. Without doubt, there is incredible drive and talent within the staff and officers of the Union as well as the relatively small number of non-officer members that I've been able to meet with so far. They have been open in sharing their experiences and helping me to understand where there is need for improvement as well as the areas that should be preserved.

This is paired with a student focused approach by many college staff and provides a fantastic environment for delivering a world class experience for our students. The consistency with which people are kept at the centre of decision making is incredibly encouraging and I'm delighted to be joining the community.

The timing of my arrival has coincided with an on-going feeling of recognition and celebration and I've been lucky enough to witness and join in on events around Investors in People, Investing in Volunteers, Student Academic Choice Awards and the Union awards. Whilst it is important to acknowledge that there is more that can be done, especially to recognise the efforts of our volunteers, there is a strong base to build on and it has been great to play a part in the recognition though I can claim none of the credit!

In summarising my time so far, it would be amiss not to reference the amount of work that has gone into building the proposed budget for 2016-17. The budget represents an investment into the Union and into our members and is the culmination of a huge amount of work and scrutiny by many. I'd like to thank everyone involved and in particular Malcolm for leading a very thorough and inclusive process.

No more looking back

You will notice that this paper does not include an appendix with a chart as per previous MD reports. I propose that this previously much needed appendix has now served its purpose. We have developed a Strategic Risk Register to provide oversight of organisational risks and our financial management is robust and progressive. What has been happening has now happened and I'd welcome your time, thoughts and input on what is to come which is where the majority of this paper will focus. That said, financial performance continues to be strong and supported by Social Enterprise, especially Catering, the Union remains on target to exceed the budgeted surplus of £50k at year end.

The summer priorities – Officer Trustee induction and new Strategy development

The handover and induction for Officer Trustees is one of the most crucial times of the year for the Union. I am working with key staff and including feedback from the conversation at governance sub-committee to formulate a plan that includes a wrap up exercise for the

outgoing OT's, a clear action list for items to be handed forward and an effective induction process for the incoming OT's.

The other key focus for the summer will be developing the new Strategy and consulting effectively with our wide range of stakeholders.

Work so far is taking the direction of simple, clear language that is as jargon-free as possible to make the plan meaningful and easy to understand to as many of our members as possible. The framework will look to identify specific priorities with relevant objectives as well as more cultural objectives that capture areas not individually referenced.

An outline of the plan for development and consultation is included below for your reference.

Now – Mid June	Lucinda, Nas, Alex and Jarlath collate feedback from Strategy strands and produce a draft strategy for consultation.
Mid June –Mid July (<i>and throughout the process</i>)	Union staff and Trustee consultation
July-Sept	College staff consultation focused on key existing and strategically important relationships eg Alumni
July-Oct	Online hub for consultation designed to receive feedback on the strategy as a whole as well as narrower questions changing throughout - aimed at all students
July	Student consultation focused on PGT
August	Student consultation focused on PGR
Early sept	Compile into near final draft
Mid Sept – Mid Oct	Student consultation focused on UG and newly registered students (term starts 1 st Oct!)
Mid Oct – early Nov	Final amendments
Mid –Late Nov	Trustee Board approval (text only) – needs an extraordinary Board meeting to discuss and approve
Late Nov	Final, Final amendments and produced as public document
Early Dec	Soft Launch event (key volunteers / college staff / alumni etc)
1 st January 2017 - 2020	Do it!

Other projects on the horizon

Sport Strategy – the collaboration continues with Sport Imperial and work so far has been well received in terms of identifying the strategies for development going forward. There is

some work to be done and potentially difficult decisions to be made in terms of what to de-prioritise to make these development points possible.

HoSVC recruitment – Following the interim arrangements around the MD recruitment process, there is now a full recruitment process in place for a permanent Head of Student Voice and Communications. Interviews will be held over two rounds in mid-late July. This is an important and exciting position and I look forward to receiving a strong pool of varied applicants.

Mini-buses – I am in the process of commissioning a piece of work to establish whether or not there is the ability to generate additional income from our mini-bus fleet when they are not being utilised. Initially this will look at the summer months but depending on the findings, has the potential to spread to investigating other periods of down time.

Internal communications – many of the staff that I have spoken to have referenced internal communications as an area for improvement. This is very common within organisations and much of what is said has as many positive connotations as it does negative so I don't want to overstate this as an issue. Never-the-less, this is something that I will be looking to drive improvements on through looking at the communication channels for MD, SMG and SMT as well as the structures and purposes of management team meetings.

Thank you and good luck Alex

Whilst the welcome across the board has been very warm, I'd like to especially thank Alex McKee for the role he has played over the past two months to ensure that my induction and early weeks in the Union has been very smooth. He has served the Union incredibly well for over a decade and our loss will be UCLU's gain. A huge thank you to Alex for all the support and I, and all at ICU, wish him the very best for the future.

Jarlath O'Hara
Managing Director
June 2016

Lucinda Sandon-Allum - President
Board of Trustees Report

This year has been an incredibly rewarding and challenging experience. From working with students on projects through to representing the student body to College and everything in between, it has been quite a journey!

I'd like to start by looking back on what I've achieved in my year as President. Writing this report has certainly been reflective and I do feel very proud of what I've been able to achieve. There have been certain manifesto promises that I would have wanted to achieve and had I had more time, I like to think this would have been the case. Looking back on my initial perception of the role and what it would entail compared to what I know now, is rather different. I had an expectation of what the day-to-day operational aspects of the President role was - these tasks were greater and more time consuming than I had ever expected. I realised that if I were to get my manifesto promises done, then I would need to stop spending my entire day in meetings. I found this balance particularly difficult to strike, as I didn't want to 'neglect' my duty of being a voice for students in College, but at the same time I wanted to make sure I could tick off as many manifesto points as possible - after all, I was voted in to deliver on those promises.

Something I've learnt in this role is to expect the unexpected! You can have a few weeks, or even months, in advance planned out and organised, but then something can crop up which changes that. I've tried to learn how to handle these unexpected moments, from recruitment of a new Managing Director, club discipline and student media attention all ate up quite a lot of my time.

A stand-out realisation for me this year was my change in the perception of College, from being a student to an Officer Trustee. As a student I felt that College didn't care much about students and that we were never listened to. This couldn't be further from the truth for most staff. I have been able to work alongside many exceptional staff members within College, who care deeply about students. I always felt listened to, which was especially apparent in College Council meetings - all staff would listen to what I had to say, whether I was questioning or commenting and then would take everything on board and speak or act accordingly. College also understand what the issues facing students are, but due to the complex nature of all stakeholders at the institution, I've realised that it takes time to ensure that structures and staff members at every level are working on improving them.

Finally, I would like to express how incredibly fortunate I feel to have had the opportunity to work with some of the most amazing people I have ever met. The Union staff are a brilliant set of people and it has been fantastic working with so many different departments on multiple projects and events. I've also really enjoyed working with you, the Board of Trustees! One of my biggest regrets this year was not making the most of the expertise on the panel - something that I will be ensuring my successor, Nas Andriopoulos, will make full use of.

Thank you for your words of wisdom and advice, and for always being a huge support to myself and all the Officer Trustees.

What I've learnt

There were so many aspects of this role that changed my perception of what being 'President of ICU' is all about. Whether it was day-to-day meetings, working on new projects or my manifesto objectives, there were some key lessons learnt which I would like to pass onto Nas:

- First and foremost, continue to strengthen and build upon the relationships we have with College. I found this one of the most important aspects of the role. As President you have the most contact time with College and represent students to a wide array of stakeholders. It makes it a lot easier to get things done and put your voice across if you have great relationships. Showing respect to the College and its staff goes a very long way too.
- Manage your time. This sounds like common sense, but it is very easy to focus too much on meetings, or too much on your manifesto. Learn to strike a balance, and if you are struggling always ask for help!
- Utilise the incredible expertise of the Board of Trustees. There were times which were more challenging than they needed to be because I didn't ask for help or advice from the lay trustees. They have devoted huge amounts of their own time to the Union, so want to help you when they can.
- Don't take things personally. In this role, you will take the wrath of a lot of students - you are usually the first person they go to when they are unhappy, or believe any bad (or good!) changes are all down to you. There were certainly times when I felt very dejected, but the key is to not let it get to you. Always ask for support - the staff here are a supportive bunch of people - they can get you through anything! As you can imagine, this role makes you extremely resilient and it is a trait I'm pleased to have acquired!

Looking Forward

There are many projects I've worked on this year which I believe should be kept going or built upon over the coming year:

- Housing. This is one of the most important and pressing issues that faces students today. Whether its private accommodation or halls of residences - pay attention to what is going on both inside and outside College, and continue trying to make housing matters better for students.
- App. This year I've been in the process of developing ideas for a Union app. This has been a very slow burner, but it is something I get asked about all the time. I believe this project would make students lives easier and would dramatically improve our communication and engagement channels with students.
- Postgraduate Engagement. Let's face it, we could do a lot better at building and engaging with the Postgraduate community! This will take time, but it would be great to see some improvements in this area over the next year, especially for Masters students.

The next section of my report consists of two parts - an update on the objectives I set out to achieve at the beginning of my term; and my achievements, events and projects I worked on outside my manifesto.

Manifesto Objectives

At the start of my year in office, I spent time going through my manifesto with Union staff and picking out specific objectives to achieve during the 2015/16 academic year. Five overarching themes were drawn up, each containing between two to five goals. The five themes are: Housing, Clubs, Societies and Projects, Union App, Women and Community.

I've been working hard throughout the year to achieve these objectives. Most have been completed, with some longer-term projects in progress which will continue into my successors term.

Housing: Tackle the issue of finding quality, affordable housing in London *Out of 5: 4 completed and 1 delegated*

Goal 1 Completed: Landlord Accreditation - create a platform to allow students to give comments/opinions on landlords and houses they have lived in, to help other students with house hunting.

In the Spring term, I started a collaboration between the Union and a website called Move'm. Move'm is essentially a TripAdvisor for student houses - students candidly review a house/flat they have lived in within the past 5 years. All reviews are posted online for any other student to see. In order to publicise this service, I ran a campaign to get students to rate their houses. In return they received a £5 Amazon Voucher. The campaign was very successful, with hundreds of reviews submitted within the first 10 days alone! I hope that the reviews will not only benefit those searching for houses, but students in the long run, as evidence at other Universities suggests Landlords act when they have bad reviews. I hope it will become a staple for student housing searches over the next year (while rating a house becomes the 'done thing to-do' when you leave).

At the time of writing, the second campaign has just started. The format is the same, encouraging students to rate their houses. However, instead of an Amazon Voucher for each review submitted, Move'm will donate £1 to a charity of our choice. The chosen charity is United World Schools as it had been short listed in RAG's charity elections earlier in the year, but narrowly missing out on becoming a 15/16 supported charity.

Goal 2 Completed: Housing advice - publishing a pocket guide for everything you need to know about housing. As well as a publicity stunt, to raise awareness about housing knowledge amongst students and tenancy rights.

The Deputy President Welfare (DPW) and I worked alongside the Student Hub to deliver the Private Housing Evening. It was the first time the Union and Student Hub have collaborated on the delivery of the evening. We wrote and presented the 'Student Housing Journey', which included finding flat-mates, moving out of halls, when and where to start looking, most popular areas in London, safety and security, rent and other costs. I was also able to get the Union a stand for the fair to promote our services related to housing support, as well as promoting the services of Move'm. According to the Student Hub it was the most successful Private Housing Evening they have ever had.

Goal 3 Completed: Help Postgraduates with finding housemates via housing mixers

I attended and helped out at the Student Hub 'Find a Flatmate' event in late May. The evening consisted of a range of activities designed to help students find their ideal flatmate, whether they were looking for a room in an already established house, looking for people to find a house with or have a room spare and would like an Imperial student to move in. The activities were followed by lots of mingling.

Goal 4 Completed: Collaboration with other London Unions to amplify the student voice with regards to private housing, during the London Mayoral Elections.

This goal was changed from collaborating with other London Unions, to collaborating with the campaigning organisation, Citizens UK. The DPW and I attended several meetings and events with West London Citizens over the course of the Autumn and Spring Terms. These events revolved around the London Mayoral Elections and the main housing priorities put forward by the local community (including Imperial students). The events included issues workshops which decided West London's top

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3 housing 'asks'. Two out of the three 'asks' had direct impacts for students; 'London Living Rent' and 'London-Wide Rouge Landlords Taskforce'.

This year I have worked to build ties with Citizens UK, subsequently taking a paper to Union Council with the resolve of affiliating with the organisation. At Union Council (26th April), a West London Citizens representative spoke on behalf of the organisation and answered Council's questions. Council then voted in favour of affiliating with the organisation, which is fantastic! The decision will be ratified at this Board of Trustees meeting and membership will be finalised and confirmed with Citizens UK.

Goal 5 Delegated: Rent Guarantor scheme for all International, EU and home students whose household income is below the guarantor minimum. The aim is to have College act as guarantor.
The DPW and I had this same objective. Due to my time constraints, she has taken the lead on this.

Clubs, Societies and Projects: Deliver new income streams for our Clubs, Societies and Projects

Out of 4: 3 completed and 1 dropped

Goal 1 Completed: Tailored programmes to give increased support and guidance to CSPs who are unsure of the best way of getting sponsorship.

I have given ongoing support with sponsorship applications over the course of the academic year, helping several clubs and societies when requested. These societies had particular trouble obtaining and securing sponsorship. We talked through several options and improved applications through layout, content and structure of proposals.

Goal 2 Completed: Promote gender equality in sports, ensuring better access to facilities for all.
Imperial Girls Can was a success. I had little involvement in the organisation of this event, but gave support and helped with promotion when and where it was needed.

Goal 3 Completed: 'Find a sponsor' event - a careers fair format, inviting organisations and companies to network with CSPs, to link up club and sponsorship.

After lengthy discussions with the Student Activities Team and Head of Student Experience and Services, we came to the conclusion that a fair would be far too difficult to organise and would achieve little for the clubs that need the most sponsorship help. Therefore, we decided that it would be best to provide better training opportunities and support for clubs and societies.

I have organised a sponsorship event to take place on the evening of 22nd June. The evening will involve talks/presentations from external speakers, alumni and Union societies. This will be followed by an audience Q&A and networking and refreshments. A guidance pack will also be given out containing some tips and advice as well as letter templates and example sponsorship packages. The aim of the evening will be to empower clubs to find their own sponsors, ensure sponsorship is sustainable, and give clubs the skills to market themselves. At the time of writing, the sponsorship event had an extraordinarily fast sign-up rate - one email was sent out to club officers and all 75 places were filled within a matter of hours!

Goal 4 Dropped: Help CSPs achieve their objectives with helping them tackle wider issues beyond funding, by finding out what each want to do/what resources are needed/what needs to be made available.

Since starting in my role I have noted that significant support is available through the Union's Student Activities team, and most clubs and societies have a thorough understanding of what they need to prioritise.

Union App: Produce a mobile-friendly platform, as an extension of our website - delivering better services on the move, for our students *Out of 2: 1 completed and 1 in progress*

Goal 1 Completed: Face-to-face interaction with students when larger decisions will be made. This would include stalls in the JCR to get feedback, as well as asking students on-the-ground on their opinions

This goal is ongoing and I regularly interact with volunteers and students, asking for feedback, opinions or just to have a general chat! I have made an effort over the academic year to sit with students I don't know, over lunch and speak to them about their student experience and how they think it could be improved.

Goal 2 In progress: Produce a mobile-friendly platform, as an extension of our website - delivering better services on the move, for our students:

- Develop a platform that allows all voices to be heard on an equal platform, with students being asked for opinions and comments before decisions are made, which affect them.*
- Create an app or similar technology platform in which students can interact with the Union, with a chance to voice concerns and also be a fundamental part in the decision making process.*
- The platform would allow students to filter areas which are of interest to them, for example, CSPs, education, services etc.*
- The information can be collated and decisions directly affecting students can be based on student opinion rather than assumption.*
- The long-term aim is to develop an entire Union app, encompassing calendars of events, advice section, activities, service details etc (a lite version of the website), integrating the feedback platform onto this.*

This goal has developed extensively over the past academic year. I have gathered lots of feedback via the website, newsletters, social media and speaking to students. I also ran a focus group in the Spring term, with the aim of deciding upon the most important aspects of the app and discussing and developing ideas gathered through the feedback. We also talked about new ideas and priorities for the development of particular App features. A few stand-out functions include ticketing, activities, Imperial Plus for volunteers and a consultation platform. Feedback from Union Council confirmed that we are to develop the app 'in house' and to make use of the budding developers and designers in our student community.

I have discussed all the app ideas with the Union's new Systems Manager, who is helping me put together a plan and timeline for this project. We have decided on the key functions to primarily focus on, based on student feedback. I will be getting in contact with the Software society soon, to recruit students to help develop the app. I recognise that this project will be extensive and will go on past my term in office. I hope the Union and my successor will continue with the progress made on this objective.

Women: Work with the College and external organisations to encourage more women to engage in education and research in STEM *Out of 5: 5 completed*

Goal 1 Completed: Celebrate that it is the first time Imperial College and Imperial Union have two female leaders. Collaborate with Alice Gast (President of Imperial College) to commemorate the first of all female leadership.

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Alice and I have worked together on numerous occasions and also produced a President to President video, discussing the first term of the academic year, big events, the students, gender equality and women in STEM.

Goal 2 Completed: Working with Outreach to inspire girls into STEM subjects and leadership

I've worked with Outreach, women groups at Imperial and individually on multiple projects. Over the academic year I've spoken or sat on several women/girls in STEM related panels, ranging from panels catered to school girls through to University students. I've enjoyed being able to expand my outreach work this year to schools and girls of school age, encouraging them into STEM.

As an example of some outreach events, I spoke at the Greenlight4Girls and the very successful STEMettes: Routes into STEM. These were organised in conjunction with 'Women in Physics', providing an opportunity for Imperial to showcase the opportunities there are for women in STEM, to school girls aged between 12 and 16 years.

Goal 3 Completed: Organising events that will promote gender equality and celebrating women in STEM, including HeForShe tour and a week around International Women's Day.

I successfully assisted in the organisation and promotion of the HeForShe Get Free UK Tour to Imperial and acted as Master of Ceremonies for the panel discussion. The day consisted of a grassroots engagement on campus with the help of student volunteers. This was followed by a panel discussion which I sat on alongside Elizabeth Nyamayaro, James Stirling, Martin Lupton and Jack Bertram. The panel discussion was thought-provoking and successful, with students engaging with the Q&A. HeForShe praised Imperial as being the best organised and most successful bus engagement of the tour.

I worked alongside College to organise the Women@Imperial week 2016 (7th-11th March). This year we celebrated the achievements of female students and staff. With my involvement I was able to ensure increased student involvement in the week, resulting in a strong student and Union presence throughout. A large celebration event took place on International Women's Day (8th March) where the talents of female staff and students were showcased. Our female students (UG and PG) had demonstration stalls in the main foyer, while female student societies (Dance Society, Belly Dancing Society and the Imperielles) gave musical and dance performances. I also gave a speech at this event, with my main theme being based on female role models. On the same evening, I organised for the Union to host a special cocktail night in Metric, to celebrate women at Imperial. Later in the week, an outreach event for local school girls took place (11th March). This was run by the College's outreach department, with assistance from myself and the Union's student development team. We had a large number of enthusiastic female volunteers (UG and PG) helping on the day; guiding, tours and performing hands-on experiments with the children. Other events included the Imperial College Women in Business Society's 'Women in Innovation' panel discussion and networking session on 9th March. The entire week proved to be very successful and inspiring with plenty of positive student involvement.

This year I've worked alongside the Business School to discuss ways of promoting and supporting women in business for current students and alumni. Discussions resulted in a group of MSc and MBA students restarting the Tandem Society, which I assisted with. Unfortunately, their society application was rejected due to the concept being too similar to existing societies. However, this gave way to an opportunity for them to join with the Women in Business Club. This merge was fruitful and provided a fantastic opportunity for the Union to build relationships with the Business School students, as well as supporting current female students and alumni in business.

Goal 4 Completed: I also sit on the Athena SWAN committee, assisting College in the re-awarding of a silver award, recognising the College's efforts in gender equality amongst the staff and student body.

I have engaged with the College's Athena SWAN renewal application over the past year, representing the views of the students, specifically postgraduates, for the purpose of the application. The application has now been submitted and we are awaiting the results.

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Goal 5 Completed: I am on the College Gender Equality Steering Group, which is a unique academic study being carried out to understand the dynamics of the College community, in relation to gender equality.

In 2015, the College commissioned Dr Alison Phipps and Dr Liz McDonnell to conduct research on the College's organisational culture, and to recommend how to address problematic aspects, especially in relation to gender. This was catalysed by issues related to sexism in sport, but it was agreed that gender would not be looked at in isolation and the intersections with other issues (such as race, class, disability and sexual orientation) would be key. I have been a part of the steering group, which has supported the project and I have personally been substantially involved in recruiting students for focus groups and feedback sessions, as well as showing the researchers around campus and introducing them to key stakeholders.

The project has entered its final phase of an Action Inquiry process. The Action Inquiries are currently underway with a number of students, including myself, sitting on several themed discussions. Each group will come up with a set of recommendations to improve the culture of equality at Imperial.

Community: Work to create more of a sense of community within the student body

Out of 3: 1 completed, 1 in progress and 1 dropped

Goal 1 Completed: Continue relationships between Royal College of Music, Royal College of Arts and Royal Veterinary College - an annual or biannual Royal Mixer organised for November and/or Summer Term

The Royal Mixer took place on 21st November. The evening built upon last year's event and proved to be a great success. It was fantastic to see lots of mixing and engagement with students between all 4 colleges. It has enabled us to strengthen relationships with all 4 colleges - especially important as the other colleges can use our facilities and buy associate membership for the Union as well. A huge thank you to The Techtonics and our student DJs who set a fantastic atmosphere for the night.

Goal 2 In progress: Work with Postgraduate reps to create more of a sense of community.

The Deputy President (Education) currently works closely with the reps academically. I would have liked to do far more with this objective, however I found it very difficult to consult effectively with the Postgraduate community on what is needed. In saying this, I have been in regular contact with Business School reps and students and have assisted with several projects based around postgraduate engagement. I've also been to Silwood Park a few times over the past year, for both 'work' related engagement with Postgraduates and the committee's socials events. Over the past year, with the Constituent Union Presidents, we looked into the feasibility of Postgraduate Taught students becoming automatic members of the Constituent Unions. Nothing yet has come from this.

Goal 3 Dropped: 'Celebration of Culture' evening - an event to bring together all international societies for an annual celebration of food and fun.

A lot of time was spent in Spring term trying to organise the 'Celebration of Culture' with the Overseas Societies Committees (OSC) and the International Liberation Officer. The 'Celebration of Culture' soon morphed to become a bigger and improved version of International Night (iNight). The event was to be based around celebration of countries, where societies and students can represent their culture and learn about each other's, via food, music and traditional dress. However, due to the lack of interest from students during busy periods of the academic year, the iNight will no longer go ahead. I will be working with the OSC committee and International Officer in the final week of Summer Term, to put together a plan of action for an event to take place next year.

Achievements, Projects and Events

There were far more day-to-day operational tasks and meetings than I expected when first entering my term. I've had to learn to balance that with working on my manifesto pledges and objectives, alongside picking up some extra goals along the way. A large part of my time has also been spent on Interview Panels, including Interim Managing Director, Interim Head of Student Voice and Communication, Systems Manager, Student Trustee appointment, Finance Manager and of course, Managing Director and Vice-Provost (Education) which is touched upon further on in my report.

First Year Halls Allocations

Due to the unprecedented number of first year students starting at Imperial in October, the College found itself with a large number of bed spaces short. This led to Fisher Hall and Bernard Sunley being reinstated as halls of residences for this academic year. I collaborated with College to ensure the first year students in these halls had an experience that matched the other first year students in other halls. Both halls had swift renovations to the living spaces and had full hall wardening and senior teams in place. I also managed to negotiate with College to reduce the proposed price of £175pw for a standard single room down to £132pw, for all rooms.

Welcome Week

I was involved in the #helloicu crew training, hall senior training and the club officer welcome as part of orientation week (w/c 28th Sept). During International Orientation and Welcome Week I took part in queue-walking in the Student Hub most lunchtimes. This was a brilliant opportunity to speak to lots of new students and give them a quick introduction to the Union, our services, activities and how we can support them throughout their degree. I also made numerous speeches to welcome students for International Orientation, Not in Halls, International Welcome, all department/faculty undergraduates and postgraduates as well as travelling to Silwood Park to welcome the PG students.

Future Student Services

Both the DPW and I were appointed to the Future Student Services Panel, a review of all College and Union student services. We spent lots of time conducting interviews to gather evidence with the rest of the panel, covering all aspects of student support services (Counselling, Disability Advisory Service, ICU Advice and ICU Volunteering) and education and finance services (Careers Service, Library, Student Finance, Registry). We discussed the main problems and themes in student service provision and formulated a set of recommendations. Alongside Tom Welton (Dean of the Faculty on Natural Sciences and the Deputy President (Education)), I presented the recommendations to the Provost Board in Spring term. The recommendations in both papers were passed and implementation actions are going ahead.

Vice-Provost (Education) Recruitment

I was part of the appointment panel for the new Vice-Provost (Education) who will be starting in post on 1st August 2016. My presence on the panel indicated the first time a student representative has been asked to sit on such a panel, which demonstrates the College's commitment to involving students and the Union in its major decision making. I was involved in the full process from long-listing, shortlisting to the final interview panel and ultimate decision making. As part of the interview process the Union hosted a student panel, primarily organised by the DPE. The student panel questioned the candidates on key issues and submitted a report to the Provost of all the candidates. The report was highly praised by the panel and the candidates themselves spoke about how impressive the students were. I would like to thank all those involved in the panel for the time and effort put into the interviews. The Provost also said the College would be delighted to involve students in key College staff recruitment in the future.

Student Safety and Security

Throughout the academic year there have been several personal and property security issues, with a number of private student houses burgled and students conned in the South Kensington area. I worked with Nigel Ward (Senior Investigations and Crime Prevention Officer at the College) in regularly communicating crime prevention and awareness messages to as many students as possible. These reminders were a termly feature on the Union's website, newsletter and media channels.

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Union Managing Director Recruitment

With Joe Cooper leaving, we had the task of finding a new Managing Director to lead the Union! The recruitment process, despite being long, was well executed with, of course, a great resulting candidate - Jarlath O'Hara started at ICU in early May. I was part of the entire process, from start to finish. This included first and second rounds of long-listing, primary interviews, shortlisting and the final interviews which took place last week.

Evelyn Gardens

This year I campaigned to bring back Evelyn Gardens to be offered as an accommodation option for retuning students. As a result, the residences are undergoing complete refurbishment and renovation and will be opened as a private residence in September 2016. 250 rooms will be made available on a 51-week contract from £182pw - a price I negotiated with College's Chief Financial Officer. The residences will have 24-hour security, residence assistants and cleaning of communal areas. When applications opened in the Spring term, the accommodation was so popular that all rooms were filled within a matter of days and there is currently a substantial waiting list. The popularity of these residences will most likely result in the development of a further 200 rooms in Evelyn Gardens, to be opened for the 2017/18 academic year.

Alumni

This year I've had a large part to play in the Alumni Team's summer fundraising appeal on raising money for student services and the library in particular. With the assistance of the team, I wrote a personal letter which was sent out to almost all Imperial alumni, asking for donations to help us reach our target to adequately support student services and refurbish the library. Alongside my letter, I offered for alumni to write some words of advice for current students on a postcard and send it back to Imperial. Quite a few alumni have taken part in this, which is wonderful - their words and my comments will be shared via the Alumni Team. Donations are also rolling in from many different alumni - the total amount raised from my letter will be confirmed by the Alumni Team sometime over the summer period. I've also been working on building relations between the Union and College's Alumni team this year. I've put forward several suggestions to improve engagement and relationships between the Alumni and student body, specifically focussing on Constituent Unions. These recommendations will be taken forward and worked on next academic year.

Week Zero

Over the past few months I've been working alongside Jane Neary (Director of Campus Services) on producing a plan for a Week Zero for the 17/18 academic year. We are one of very few Universities who do not have a lecture/examinable work free week. This week would allow students to settle into University properly, explore Imperial and London, make friends, get involved in different activities, enhance the welfare of students, amongst lots of other benefits. After countless hours of planning and campaigning, Week Zero is confirmed for 17/18! This is the first time Imperial will hold a Welcome Week without academic work. Over the next academic year, College will be consulting with all departments and student services to ensure Week Zero will be organised in such a way that it will not disrupt planned timetables, as well as to ensure all stakeholders understand the importance of students have a Week Zero. In addition to this, I've been working with campus services to put on a pilot welcome fair for the 16/17 cohort. This fair will take place on a Monday for the whole day, exhibiting all the different student services at the College, such as signing up to the health centre, sorting out VISA forms, as well as other stands such as TFL to buy and top up Oyster cards, security and self-defence and chefs to show students how to cook easy, cheap meals.

Union Strategy

During Spring and Summer term, the Union staff and Officer Trustees have been working on the new Union Strategy. Three work streams were devised: Advice, Advocacy and Action, Our People, and Diversity. Each of these streams had a Senior Manager and Officer Trustee lead. Meetings and discussions around each of the three themes were held, with the aim of coming up with questions to consult the students on at a strategy "conference". This "conference" was held at the end of the Spring Term over the course of three days. Plenty of views and feedback was gathered on all three streams, from lots of Undergraduate and Postgraduate students. We then took these thoughts to a residential trip with the Board of Trustees - presenting findings to the Board of Trustees and generating thought-provoking and useful discussion. We are now in the next phase - both Jarlath and

I am currently developing and expanding the strategy from all the work that has been collected over the last few months. We will hopefully have a rough draft of the strategy, to then take out to the student body and consult on over the summer period.

Events and Activities

Throughout the year, I was very fortunate to have the opportunity to take part in many different activities and attend exciting events. Below I've listed a few of my personal favourite highlights throughout the year:

- Unveiled a plaque with the Mayor of Ealing to official open the new Woodward Halls - the first Imperial building to be named after a woman.
- Opened all Undergraduate and Postgraduate graduation ceremonies, in the Royal Albert Hall. All 6 ceremonies amounted to ~13 hours with over 5,000 graduating students in total!
- Met the President of China as part of a selection of 10 undergraduate and postgraduate students, to speak with the President and other distinguished guests about their time at Imperial. It was great to see College engage the students predominantly for this visit.
- The Officer Trustees and myself were involved in an Away Day at Silwood Park with senior staff from College. The aim of the day was to discuss the College's long-term (30/40 year) strategy.
- The Deputy President (Education) and I met with representatives from Hong Kong University. We discussed our partnerships with International Universities and the opportunities available for our students to study in Hong Kong.
- I judged and attended ICU's first Volunteer Dinner, organised by an extremely enthusiastic and passionate group of students from Connect. The event was fantastically run and offered the chance for the volunteering societies and individuals to be celebrated and rewarded for all their efforts. Over 100 volunteers enjoyed a drinks reception, three course dinner, receive awards and funding for charitable projects at home and overseas, as well as enjoy performances from student group Mockingbird and a jazz band.
- I attended Varsity Fest. It was fantastic to see so many different students compete in a relaxed/festival-vibe atmosphere, complete with inflatables, hog roast and presentations for all different sports.
- Judged the brilliant Imperial's Got Talent Show - the largest student talent show at the University. Students showcased a colourful diversity of great acts to raise money for the Save the Children charity. Congratulations to Belly Dancing - this year's winners!
- I went along to the RCSU's flagship event; The Science Challenge final. This annual science communication competition saw plenty of entries from Imperial students and schoolchildren alike. The entrants had to demonstrate their skills in scientific debate and reasoning, in order to try and win the grand prize of £1,000 as selected by a panel of expert judges.
- I thoroughly enjoyed connecting with Imperial alumni during the Alumni Weekend over the Imperial Festival. It was great to speak to so many people and learn about their own experiences as a student at Imperial, many of whom graduated 50 years ago!
- For the first time Imperial College Council was held at the Union. This gave us an opportunity to tell Imperial's leaders about the many successes of the students and the Union over the course of this academic year. We also took them on a short tour of the Union buildings, showing them some spaces the College has funded e.g. Media basement and Concert Hall.
- I've strongly supported the ongoing Mental Health campaign in College and the Union. I have attended a number of events hosted by the Mentality group, my favourite of which was Anthony Seldon's Talk. In further support of Mental Health on campus I became a fully trained Mental Health First Aider. I also sat on the the College's Mental Health Steering Group, which aims to improve provisions and increase awareness of support mental health and wellbeing for students and staff.
- Last but not least, the Union Awards and Student Academic Choice Awards were absolutely brilliant. It is always such a pleasure to reward our hard working volunteers and the best academic staff, in these award ceremonies. Congratulations to all thoroughly deserving nominees, shortlistees and winners of both these Awards evenings.

CHUN-YIN SAN

CLOSING REPORT

DEPUTY PRESIDENT (EDUCATION)

Students, President, Chair of the Trustee Board, and Council Chair,

This year has been filled with challenges for my work in education, representation and student development at Imperial College Union. Internally, my work has been buffeted by significant changes to our staff teams in the Student Voice & Communications directorate and in the Student Development division. The volatility in the Education & Welfare team has undermined the levels of professional support in-place for myself and the Academic Representation Network, whereas the changes to the Student Development team has opened new and exciting opportunities for growth, change and renewal. The challenges that I faced were compounded by the Union entering its 2017-2020 strategic cycle, placing additional demands on me to lead the 'Diversity' stream alongside contributing to discussions across areas such as Postgraduate engagement, of which my work was uniquely placed to inform.

Externally, my colleagues from across the road has made the year no less eventful. The departure of the Vice-Provost (Education) and the Academic Registrar at the start of my term in office has demanded the building and maintaining of new relationships on behalf of the Union. Meanwhile, the starting of numerous new initiatives that sought to critically examine the fundamentals of an Imperial education – from the Future Student Services review, to the drafting of a new set of standardized regulations for Taught students, and a comprehensive review into every aspect of the PhD experience – has placed great demands and expectations on me and my teams to deliver for the benefit of all our members.

I am proud to say, however, that with the support of our Academic Representatives, our staff, and our friends and partners from the University, I can put forward a strong case that we were able to live up to these expectations. And, I am pleased to present the case that we were able to seize opportunities fully to deliver landmark changes, that I trust will make lasting improvements to all our members' experience, protect those most vulnerable and in-need, and inspire our people to help others and change the world around them.

This marks my final report to the Board of Trustees, Union Council, and the Education & Representation Board. It is separated into two main sections – the first details key outcomes across my fields of work, while the second outlines key challenges that I have identified which I hope future Boards can consider. The appendix outlines my manifesto promises, and the degree to which they have been completed or not completed. I hope this report facilitates frank analyses of my strengths, weaknesses, successes, and failures.

Yours sincerely,

Chun-Yin San

Deputy President (Education)
Imperial College Union

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WITH THANKS TO

Alan, Alex, Angela, Becca, Becky, Britt, Des, Diane, Edgar, Emma, Jane, Jarlath, Jennie, Joe, Laura, Lorraine, Lucinda, Martin, Martyn, Paul, Roberto, Slavi, and Sue

and everyone else who have given me their guidance, advice, and patience

and all the volunteers who I have had the privilege to work with and learn from, in particular my team

and Nick & Fran & Elanor & Gemma for being super-inspirational people (you're the best)

and Andrew & Sky, who I'll miss working with the most :)

WHAT I HAVE DONE

Executive Summary

Educational Affairs

1. I have been delivering on the vision and recommendations outlined in the National Students Survey (NSS) Response 2015, which was published in Autumn 2015 and has been well-received by the College. My work has seen the College endorse five landmark changes to assessment regulations, the formation of a new forum between ICU and senior College leaders that is making genuine progress towards refreshing Taught degree curriculums, and which is facilitating a strong student-staff partnership in addressing concerns voiced by Taught students.
2. I have been delivering on the recommendations outlined in the Postgraduate Research Experience Survey (PRES) Response 2015, which was presented to College Senate for the first time in January 2016 and has been well-received by the Graduate School. My work has involved a partnership with the Graduate School to launch 6 Task & Finish Groups to review the PhD experience, a response to the Higher Education Academy's PRES Consultation, and a strong student-staff partnership in addressing concerns voiced by Research students.
3. Following my experience as a student based at Hammersmith Hospital campus, I have been working to improve the experience of our Taught and Research students based at Hammersmith Hospital and Silwood Park campuses, alongside our future members based at White City campus. My work has seen the re-development of the Wolfson common space at Hammersmith Hospital campus following threat of closure, the securing of commitments to improve course provisions at Silwood Park campus, and the development of a student services vision at the White City campus.

Academic Representation Affairs

1. I have been operating our Academic Representation Network of over 540 student volunteers. The focus of this work has been empowerment of our volunteers to become more effective leaders, capable of making effective change on behalf of their constituents. In this, I have developed new opportunities for our volunteers to take leadership and develop new skills, built and maintained new relationships to boost the Network's reputation, and examined its operational processes to ensure volunteers have the best support and that the Deputy President (Education)'s agenda is robustly shaped by elected representatives across the College.

Student Development Affairs

1. Following the end of our partnership with Student Hubs, I have been supporting the Student Development team to develop new opportunities that will allow students to make a social impact through the Union. Highlights include the development of a new Enterprise Boot Camp, the refinement of the Imperial Award scheme, and attempts to develop new opportunities such as at Imperial Festival.

Educational Affairs

Taught Education Affairs

The heart of my agenda for Taught students has been based around one message: that an Imperial education isn't about cooking up the 'perfect student', with perfect scores and a perfect understanding of how to study and do exams. It is about nurturing young people – helping them become creative, critical thinkers with the skills, opportunities and space to identify - and then pursue - their intellectual passion, whether it's in science, engineering, medicine, business, or beyond.

This message was encapsulated in our **National Students Survey (NSS) Response 2015**, which shifted our NSS Responses from being focused on single issues to having a holistic vision:

“This idea - of realigning and rethinking courses and resources to support our students' wider development and their deeper engagement with science and society - generates a wide range of possible actions... From industry placements, to assessment methods, to pre-sessional experiences and the role of extra-curricular activities, the whole range of the Imperial experience can be viewed through this lens.

One of my priorities as Deputy President (Education) is to work with College to build an academic experience that stretches students and establishes their mastery over their subject of interest, but also provides the space, structure and incentive to explore more widely. To develop our students' potential as creative and intelligent thinkers - able to engage critically with their subject and relate it to global challenges - will set Imperial graduates apart from and beyond those of other world-class institutions” (Imperial College Union, 2015)

Key Achievements

1. In the Autumn, I presented the NSS Response to College Senate and the Vice-Provost's Advisory Group for Education (VPAGE), where our vision was warmly received. Myself and Lucinda were later invited to present the NSS Response to Provost's Board, marking the first time that there has been student representation on the forum.
 - The presentation to Provost's Board proved hugely significant, as it led to the formation of the **NSS Performance Group**, a forum between ICU, the Vice-Provost (Education), and Faculty Vice-Deans (Education) that was able to make recommendations directly to Provost's Board and Senate. Through this Group, I have been able to:
 - Commit the College to support Departments and program conveners to reduce assessment load and promote innovative teaching through redesigning curriculums, and work with College to design what this support will look like.
 - Work with College to draft a new timeline for action following the release of NSS results each year, which ensures that future NSS Responses will be disseminated widely to influence Faculty and Departmental action plans, that ensures students in Departments will be involved and consulted in the creation of action plans, and that support services (e.g. Library Services) will be fully involved in the NSS process.
 - Commit the College to examine Undergraduate research supervision, sharing best practice on areas such as the project allocation process, the student-supervisor relationship, and marking & moderation practices.

- Help set the agenda and priorities for the personal tutor review.
2. The assessment-related recommendations in the NSS Response 2015 formed the backbone to the ASF Response 2016, a Response document that set out our expectations for the Academic Standards Framework initiative – a cryptic name for the College’s work on creating a single set of regulations for all Taught degree programs – and which was to give a clear signal to the College that the Union was to robustly engage with the initiative.
 - The ASF Response 2016 was ratified by Education & Representation Board in January 2016. It then formed the basis to my negotiations with the five Faculties of College over February and March regarding assessment & feedback regulations – negotiations which were successful, resulting in the endorsement of five of six of our assessment-related NSS Response recommendations due to be in effect from 2017/18, including:
 - Specifying in the regulations for the first time that coursework **feedback should be returned in 14 days**, unless for major pieces of coursework of which the revised deadline should be clearly communicated to students in abundance of time.
 - Permitting students – particularly those in the first year – to **review and learn from their examination papers** under the supervision of course directors and personal tutors.
 - Permitting the release of marks clearly noted as **provisional in good time**, i.e. that students can see that they have achieved ‘X%’ on their coursework without having to wait until the end of the year.
 - In addition to assessment regulations, I have also supported the Deputy President (Welfare) in helping College to draft and revise its regulations and procedures surrounding **mitigating circumstances and academic appeals**. This include:
 - Helping the Deputy President (Welfare) identify the principles that we wanted to see from the new regulations and procedures.
 - Helping the Deputy President (Welfare) meet with the Faculties of the College and protest against a lack of authentic engagement with students.
 - I am also working with the College to draft and revise its regulations on **academic progression**:
 - Extending the time in which a student can apply for an aegrotat award (the conferral of a degree in exceptional circumstances where a student cannot complete their studies) from 6 weeks to 1 year.
 - Lobbying Faculties of the College to **harmonizing the pass marks between MEng/MSci students with their MSc counterparts**.
 - Lobbying Faculties of the College to **prioritize mitigating circumstances procedures** above any measures of compensation or condonement of modules.
 3. The NSS Response vision formed the basis to my work with the Educational Development Unit on its **Education Day conference**, which drew together academic staff from across the College to share practice in teaching and learning.

- The theme to this year’s conference was **transformative learning**. I was invited by the EDU to organize **student focus groups** to investigate how students felt their education had (or hadn’t) transformed them intellectually over their time at Imperial, and then present the findings as a keynote presentation at the conference.
 - The focus groups, which were mainly attended by Taught Masters students, coincidentally **highlighted a high workload, jam-packed scheduling, and lack of space to reflect on what was learnt** as barriers to positive transformation for the students – suggesting that our NSS Response vision was equally relevant for Masters Taught students as for Undergraduate Taught students.
 - Taking on board student comments at the focus groups, I presented the issues identified to the **Vice-Provost (Education)’s Student Forum**. This led to a lively conversation, that resulted in ‘creating space for reflection and downtime’ being agreed for the first time as a priority for Taught Masters students’ experience.
 - This later resulted in an invitation for me to join the **Masters Success Guide** project, where I am now working with my Academic Officer for the Business School to author the ‘Beyond academic life’ section of the Guide, in hopes of helping future Taught Masters students to make the most of their downtime.
4. I am now working with the Vice-Provost (Education) to consider other ways to embed the NSS Response vision in the College. This include collaborating on an additional step in the programme approval process, so to ensure **sufficient student consultation** during the modularization process, and to ensure issues such as assessment load, teaching methods, and effective student support are considered.

Research Education Affairs

When I first assumed this position, I had a very basic understanding of the issues that Research students faced. With 25% of our membership being made up of doctoral researchers, however, I felt deeply obliged to address this weakness. The subsequent journey was not one that I could have ever imagined. In meeting and working with PhD students at various stages of their careers, both in and outside of my official capacity, I have come across members of our community who are smarter, more driven, and more passionate than I could ever imagine being.

Conversely, I have also met with and listened to Research students who told me the most tragic of stories – stories of them being led down by their supervisors, failed to be supported and protected by the College, and ultimately having their dreams and career aspirations shattered. It made me realize just how much there is for us to do, and the weight of the responsibility that we have as a Students’ Union to stand up for those members of our community who we poorly represent and who otherwise would not be heard.

If there are any regrets for me this year, it will be that we weren’t able to do more here – in part due to concerns of overloading a heavily under-resourced Education & Welfare team. I do hope, however, that my work this year will have committed the Union to much greater engagement in this area in the future.

Key Achievements

1. In the Autumn term, I presented the **Postgraduate Research Experience Survey (PRES) Response 2015 Preview** to College Senate and VPAGE, becoming the first Deputy

President (Education) to do so. Though the final PRES Response would not be published until January 2016, presenting the near-final version alongside our NSS Response 2015 symbolized my commitment to represent doctoral students equally to their Taught counterparts.

- The choice to place doctoral affairs on the same level as Undergraduate affairs was warmly received by the Graduate School, and on reflection, has been instrumental to revitalizing our working relationship with the School over the year.
 - Subsequent to College Senate, I was invited to present the PRES Response to the Postgraduate Research Quality Committee, a gathering of Postgraduate Departmental staff, which received our recommendations positively.
 - As our PRES Response recommendations complemented the World-Class Research Supervision Project, which was being started and presented at the same time as our Response, I agreed to work in partnership with the Graduate School to reduce a duplication of effort (but also to reduce the workload of our under-resourced Education & Welfare staff team). As the World-Class Research Supervision project transformed into a review into the PhD experience, our recommendations would serve as student perspectives to facilitate discussions in the groups that make up the review.
 - As part of our working relationship with the Graduate School, I was consulted on how the review project should take place. Out of concerns that the project would spiral into a long and bureaucratic initiative, I advised the School to move to a model of 'Task & Finish' groups where decisions would be made on-the-go, thus accelerating the change-making process. This was adopted by the School.
 - The first Task & Finish groups began towards the end of last month, and I am pleased to say that we will have ICU representation on all streams. Representatives have been equipped with copies of the PRES Response, and have met to discuss a common approach to engaging with the project.
2. While the positive responses to our PRES Response was encouraging, significant issues to do with Postgraduate engagement from the College remain. It was striking that I was not invited to present the PRES Response alongside the NSS Response at Provost's Board, nor has interest and buy-in from Faculties of the College in our recommendations been nearly as forthcoming as for the NSS Response.
- Tackling this apathy became a key motivator for me to submit a Response to the Higher Education Academy's consultation on the future of the PRES. In consultation with our PhD Academic Representatives, I recommended that the PRES should become a mandatory survey for all institutions, with results publicly published.
 - Future Deputy Presidents (Education) can learn from my experiences, and consider taking a more hardline approach to push for PhD issues to be discussed at key College forums – something that I had not done this year.
3. In addition to publishing the PRES Response in tandem with the NSS Response, I have also tried to increase our engagement on Research affairs via other means. This included

trying to regularly attend Research-specific committees, such as the Postgraduate Professional Development Committee (PPDC) and the External Advisory Board to the PPDC.

- As part of my engagement with the PPDC, I gave strong support to the re-development of the PhD residential program which reduced the duration of courses but increased their frequency – making the program more accessible to students, and helping to avoid welfare issues (e.g. students becoming overly stressed by their time away from the lab).

Campus Affairs

As a Biomedical Science graduate, I never had the privilege of calling South Kensington my 'home campus' for much of my time as a student. After being casted off to Hammersmith Hospital campus in the second term of my first year, I was to slowly drift eastward towards St Mary's Hospital campus over the next two years, only to return to South Kensington in the very last term of my very last year. The student experience at these 'non-South Kensington' campuses therefore holds a very special place at my heart, which why this section is the only one to carry forward promises that I made as an Academic Representative for my constituents in Biomedical Science.

Key Achievements

1. Towards the end of Summer last year, I was horrified to learn from our Academic Reps of plans by Campus Services to close the **Wolfson Restaurant**, the main food vendor at the Hammersmith Hospital campus which also acted as the main common space for Research and Taught students.
 - With the support of Alex Mckee, we were able to stage an intervention, ensuring that the restaurant remained open for 2016/17 albeit with a lower quality provision.
 - In the new year, I was invited by Campus Services to take part in a workshop that sought to review student services at Hammersmith Hospital, Charing Cross Hospital, and St Mary's Hospital campuses.
 - In the workshop, myself and our Academic Representatives at Hammersmith Hospital, raised the need for quality food provision at non-South Kensington campuses, the need for better quality common spaces, the need for services to be open out of term time for Postgraduate students, and the need for student support services such as Student Hub to have a permanent presence on as many campuses as possible.
 - In mid-May, Campus Services announced that the Hammersmith Hospital campus will retain the Wolfson Restaurant common space, and that the space would be re-developed with new provisions that will be available throughout the calendar year.
2. In April, I was made aware of serious issues affecting courses taught from **Silwood Park campus**. In collaboration with Alex Raposo, Appointed Student Trustee, we immediately called a meeting with the Faculty of Natural Sciences where a joint action plan to have a formal meeting at Silwood Park was agreed.
 - The first meeting took place at the end of May at Silwood Park campus, of which our Academic Representatives at Silwood Park, and the Vice-Dean (Education) for

the Faculty of Natural Sciences, were in attendance. In the session, we took comprehensive stock of the issues faced by the students.

- Though the issues identified were too serious to be resolved in short order, I received reassurance from the Faculty that they will do their best to tackle the issues, and to continue engaging with us. Our presence at Silwood Park was warmly received by our Academic Representatives, with one remarking that they were grateful they hadn't been "forgotten".

Academic Representation Affairs

There's no question that the greatest privilege (but also greatest frustration) of the Deputy President (Education) role comes from being able to work with, and support, the 540+ students who volunteer with the Academic Representation Network. At times I still find myself incredulous at the idea that I can reach a student in every Department, at every level of study, and at every campus, allowing my team and I to respond to major issues throughout the College, and have confidence that we are doing the right thing.

It has been particularly rewarding to see many of our Academic Representatives taking advantage of the opportunities available to them to develop as leaders - I will gladly and unashamedly declare this to be a massive exercise in investing in volunteers. If I were to have only one hope this year, it will be that our volunteers will have found their roles to be useful and rewarding, and that they will think about running again or using their newfound skills towards some other great cause.

Key Achievements

3. Following the October Rep elections and on the recommendation of Education & Representation Board, I worked with the Education & Welfare team to completely re-develop the Rep Training program from the ground-up. The new training took on a small-group, scenario-based model and was highly successful – not only were we able to engage more Academic Representatives than the old lecture-based model, the sessions were also very well-received by attendees for their quality and usefulness.
 - As part of the induction process, I also introduced Welcome Packs and NSS results briefing packs for Undergraduate Reps. Both initiatives failed to gain much traction – the Welcome Packs were particularly difficult to produce and distribute.
 - For Postgraduate Taught and Postgraduate Research Representatives, I worked with the Graduate School to design two additional training sessions: chairing meetings and formal negotiation skills. Both sessions failed to get much uptake, and other training sessions that we experimented with the Graduate School on during the year also failed to get uptake. This may be due to issues of usefulness, time commitment, or communication.
4. A number of initiatives were developed to allow interested Academic Representatives to develop new skills and get greater insight into College operations. This included being on the student panel for the selection of the new Vice-Provost (Education), chairing of the ICT Student Forum, focus groups for Education Day, participation in the PhD review Task & Finish groups, and helping to review the Masters Success Guide. The initiatives all had very satisfactory uptake and were well-received for their usefulness.
5. I collaborated closely with the Constituent Union Academic (Affairs/Liaison/& Welfare) Officers as part of a new 'Central Rep Team'. The mechanism not only allowed the officers to exchange best practice from their different constituencies, but also allowed them to consul and give active scrutiny to my work throughout the year.
6. I have launched a Research Reps Review that aims to comprehensively examine our representation structures for PhD students, in order to ensure we attract the best volunteers to the Network who are invested in making the most of the roles.

- As part of the review, I have conducted consultation in the form of focus groups, archival research and conversations have been performed to ascertain why PhD students might choose to become Academic Representatives. The results from this consultation has led to recommendations to alter the role descriptions of PhD Academic Representatives.
 - There is a clear steer from the Review Working Group for stronger coordination of fair selection processes, clearer communications to both students and Departmental partners, and a representation hierarchy that is consistent to the Faculty level.
7. In a bid to deliver on the NSS Response vision and PRES Response objectives, I sought to develop and maintain strong relationships with all Faculties of the College. I am particularly proud of this achievement; the Union now has regular dialogue with all Faculties including the School of Professional Development, instead of just the Faculty of Engineering as was at the start of my term. This has also meant that I was able to secure audiences and have frank dialogue whenever issues arose, for example when it came to negotiating assessment regulations, protesting against issues surrounding appeals & complaints regulations, and raising alarm on Silwood Park issues.
- This year marked the launch of a number of Faculty-level Staff-Student Committees (F-SSCs), of which I have helped to chair or co-chair a few and which has led to increased awareness of student issues, particularly on the Postgraduate Taught & Postgraduate Research sides. I am now working with the Graduate School to develop a timetable for F-SSCs in the year ahead, which should see the introduction of the first PhD-level F-SSCs.
 - This year also marked the launch of three Vice-Provost (Education)'s Student Forums, one for each level of study, of which I helped to organize and then co-chair. While the Undergraduate session was well-attended, the PGT and PGR sessions were very poorly attended and became points of criticism from the College. This is likely due to a communications clash with the Leadership Elections, alongside a lack of understanding as to what the forums' purposes were.
 - Recent conversations that I have had with the Business School suggests a closer collaboration with the Union is in order, including the Union having more influence over the academic representation structures in the Business School (which had grown organically and is very roughly 'inserted' into the Rep Network).
 - In April, I presented to the Heads of Departments lunch on behalf of the Union, the first time that such a presentation has been made. The presentation, which outlined student achievements in volunteering (including academic representation), leadership and innovation & enterprise, was apparently well-received and I hope has helped dispel myths about the Union and elevate our status with this hard-to-reach group of important stakeholders.

Student Development Affairs

Following from the end of our partnership with Student Hubs, I have been drawing on my experience as former Deputy President for Imperial Hub to support the Student Development team in developing new opportunities for student-led social action.

Key Achievements

1. Over the Autumn term I formed a new partnership with the Executive Education division of the Business School to develop, and then pilot, a **Leadership Development Workshop**. The workshop covered topics such as being an authentic leader, the different styles of leadership, and being a leader in a team setting.
 - Piloted in March, the session was well-attended and well-received by both Taught and Research Academic Representatives. The Student Development team was invited to attend and I expect materials from the session will be taken away to develop in-house training in the future.
2. Over the Autumn term I formed a new partnership with the Executive Education division of the Business School to develop, and then pilot, a **Leadership Development Workshop**. The workshop covered topics such as being an authentic leader, the different styles of leadership, and being a leader in a team setting.
3. I have been supporting the Student Development team in its work with the Education Officer to develop and pilot the **Imperial Award**, a reflective exercise that encourages students to reflect on their extracurricular experiences and work towards a formal award on their transcripts. As a member of the Steering Group, I have been helping to determine the Award's framework and assessing applications.
 - Outside of the Steering Group, I have been supporting the Student Development team to determine the scope and nature of our engagement with the Phase 2 pilot.
4. I have been supporting the Student Development team in developing its new **Social Enterprise 'Hack It, Crack It'** series of boot camp programs, in particular helping our new Coordinator to brainstorm the nature and content of the programs. It is my hope that the programs will help students with only a vague interest in social enterprise to discover and build the foundations to their ideas, before being connected with more formal programs such as the Venture Catalyst Challenge in the College.
 - In tandem with my work with Imperial Award, I have also been supporting the Imperial Centre for Enterprise in the development of its idea of a new enterprise space to be built in the basement of the Central Library.

WHAT I PROMISED TO DO

Completed	Impact to be assessed	In progress	Queued	Dropped	Migrated
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Manifesto objectives

Goal		Description	Action
To conduct a 'census' before and at my term's start, so to base my agenda on the issues that you care about, and to work with College on identifying/sharing 'gold standard' practices		<ul style="list-style-type: none"> ▪ Increased student participation in agenda-setting, including extensive consultation in NSS Response and PRES Response drafting, constant partnership and communication with Academic Officers and Dep Reps, projects led by 'local' leadership ▪ Helped establish a new executive body in the College known as the 'NSS Performance Group', which is actively sharing best practice in areas such as curriculum design, assessment & feedback, project supervision 	/
To introduce – as minimum– pastoral groups of ~6 students and 2 staff members, ensuring regular tutor meetings and promoting face-to-face time between students and staff		<ul style="list-style-type: none"> ▪ Setting the agenda for the College's Personal Tutor Review via the NSS Performance Group, of which allocation and student-tutor relationships is a key focus 	Continuing to push for a firm terms of reference reflecting my objectives
To introduce – as minimum– a '3 good/3 bad things' framework in assessment feedback		<ul style="list-style-type: none"> ▪ Successfully shaped regulations to include a requirement for comments that reflect good outcomes and areas for improvements ▪ Engaging with the NSS Performance Group to share best practice in giving quality feedback 	/
To make it clear that you can contact anyone in the Rep hierarchy if you have learning concerns - you shouldn't have to be strategic in order to be heard		<ul style="list-style-type: none"> ▪ There has been several instances where queries have been shuttled up or down by myself, the Academic Officers and the Dep Reps ▪ I have been actively supporting Reps across the Rep Network to resolve major learning concerns 	/

WHAT I LEARNED

Looking Back

In this section, I want to take a step back to look at what I have done over the past 12 months, and distill the three key lessons that I want to pass onto my successor and successors to come.

Lesson 1: Address the roots of problems, not the symptoms.

- One of the most valuable actions that I took this year was to try and think big picture. As a Union, we could have approached the College and demanded changes based on specific areas, such as e-Learning or project supervision.
- Instead, we took a few steps back, and took time to consult with our Reps and to analyze the data coming out of the National Students Survey, in order to identify the roots from which problems such as poor feedback, limited career prospects, and mental health & well-being issues at Imperial stem from.
- The result was that my team and I were challenged to think about what a higher education should be about. We determined it to be more than just vocational training, but about personal transformation, intellectual fulfilment, and students being stretched in ways that feeds their appreciation for their subjects - and which enable a deep engagement with science and society.
- We bought that vision forward to the College, and outlined steps that they can achieve that vision in partnership with us and in-line with their 2020 Strategy. A year later, the College is on the verge of reviewing and redesigning the curriculums of all their Taught programmes, and our vision is both in words and in action at the heart of that effort.

Lesson 2: Build effective relationships first – if you step into a meeting and don't have a clue who will support you and how, you are doing it wrong.

- If there was one thing that I have learnt this year, it's how important effective relationship-building plays in this Education Officer role.
- Looking back, I am glad that I didn't launch into my agenda from the get-go. Instead, I spent much of my first term laying down foundations to my work by meeting with as many staff across the College as possible.
- This included hour-long, open conversations with the Vice-Provost (Education) and each of the Faculty Vice-Deans & Associate Deans for Education. The conversations, which were off-the-record and had no agenda, allowed us to get to know each other, build trust, and share what we cared about.
- These relationships proved again and again to be crucial to practically everything that I have done. Whenever a major topic of discussion came up, I can be confident in securing an audience with the Vice-Deans on very short notice, during which I can test arguments and win backing in a low-stakes environment.

In committees, I can comfortably predict where I will or won't get support, and why. And, when the relationships came under strain, they never broke and we were always given the benefit of the doubt, allowing us to keep working towards the issues that mattered.

Lesson 3: Volunteers – take a deep breath.

- I struggle to find the words to describe what it is like to support and look after the hundreds of volunteers who volunteer as our Academic Reps. It's almost like being a shepherd to hundreds of cats.
- Your volunteers will sign up to do certain things or say they will attend meetings, then cancel at the last moment because plans have changed and they are needed elsewhere. You can schedule a student-staff forum and send out reminders after reminder, and find yourself a nervous wreck when nobody signs up, then everyone signs up at the last minute. You can send out notices and opportunities, and get nothing in return and feel like you have wasted a lot of time and effort - then weeks and months afterwards, someone will come up to you to say "Hey, thanks for sending that to me, it was really interesting! Sorry I couldn't do it back then, but can I do it now instead?"
- But while looking after volunteers can be the worst and most stressful part of the job, I wouldn't trade it for anything else, because the moments when it goes right were easily the best parts of the job. There's nothing quite like being able to see volunteers grow confident enough to move away from the backseat and take lead, or helping someone achieve a goal and supporting them to realize the impact that they can make. It really makes you feel like you are doing something worthwhile every day.

Looking Ahead (This section will be presented orally at the Trustee Board on June 23rd)

Here, I want to look ahead at the horizon. These are the three things that I believe the Union should do or keep doing in the years ahead, with some ideas on how to get there.

1st Thing: Postgraduate engagement – we cannot be a minority's Students' Union.

2nd Thing: There is one Imperial community, and we are fundamentally part of it

3rd Thing: How can we empower our people to change the world next year, and in the years ahead?

hello@cys.onl | @sansbranflakes

Since the last meeting of the board:

- A restorative week's holiday

Guarantor Scheme Proposal

- Making final finishing touches based on feedback from the Director of Finance and hoping to send round to the CFO and manager of the Student Hub who will hopefully be managing the scheme in the future. Pending their approval I'll be submitting the paper for approval to the final Provost Board of the year. It generally seems pretty likely that the scheme will be approved and will go ahead for the 2017/18 academic year as a pilot. Nas has expressed an interest in the project so hopefully he will be happy to ensure proper implementation over the coming year.

Higher Education White Paper

- Leading the E&W team to respond to particular aspects of the White Paper via Department of Business Innovation & Skills technical consultation.
- I'm currently working on gathering student opinion on the proposals in the White Paper to feed into the response.

EU Referendum

- Marketing pushed voter registration heavily via social media and newsletters up until the registration deadline and will hopefully be pushing turning out to vote in the days leading up to referendum day.
- The EU debate was a great success despite a few minor hiccups. I was asked to chair by the students which was a new experience....
- Turnout was excellent and there was a lot of enthusiasm and engagement from students in attendance
- The debate continued until closing time at the Union Bar (which was packed) with two of our speakers staying around to have a drink and a chat with the students until after last orders.

Academic Standards Framework

- Attitudes and workflow at the Complaints & Appeals Task and Finish Group have both taken a huge step forward since the last board meeting and we have finally seen some tangible progress with regards to mitigating circumstances and academic appeal regulations.
- There is still no movement on appeals for postgraduate research students, interruption of studies or withdrawal of studies yet.

Miscellaneous

- I recently spoke at this year's annual Student Welfare Seminar on the topic 'Student Support: the roadmap to excellence'. Although we at the Union had many criticisms to make of the seminar itself, my segment went down extremely well and was met with a huge amount of positive feedback from just about everyone from the Vice Provost (Education) to members of counselling staff. A summary of the talk can be found on my OT blog. Although I was afraid of rocking the boat a little too much, I feel I rocked it just enough and have hopefully set a precedent for the College to speak about student support in more sensible terms and to approach it in the same rigorous, quality oriented manner as teaching and research.

A snapshot of the year so far:

National Politics

- I produced ICU's response to the Higher Education Green Paper in January. The response has been highly praised within the College and highlighted the relatively unique institution-union relationship we enjoy; the relationship was clearly demonstrated by our response and the College's referencing each other throughout. Hopefully this will resonate within the sector and the government and the future 'Office for Students' will be modelled on elements of our collaborative style with the College.
- I'm now leading on the Union's response to the subsequent White Paper and technical consultation, which will hopefully incorporate as much student opinion as possible.
- I attempted to lobby (admittedly unsuccessfully) against scrapping of maintenance grants for undergraduates. Unfortunately MPs refuse to speak to a student representative who doesn't reside in their constituency, despite having thousands of Imperial students in their constituency. Realistically the turnaround between the announcement of the plans and the decision in the Commons was very narrow, making it very difficult for anyone to do anything across the sector.
- I've been actively promoting voter registration this over the last few months working with the marketing team in the run up to both the local elections and the EU Referendum and aiming to provide students with all available facts empowering them to make an informed decision on poll day. This has included officer blogs about the importance of voting, the EU referendum debate and supporting student lead campaigning on campus for Leave and Remain.

Mental Health

- I have worked closely with the head of Student Counselling & Mental Health this year and have helped recruit a huge number of new staff members to the team, including the College's Mental Health Advisor. This was a new post which was made in response to last year's Mentality Report. Although some members of the recruitment panel felt that it was more important for the post holder to have a wealth of experience in HE settings, I determinedly argued for some time that Higher Education can be learned, over 25 years as a mental health nurse cannot. The result of this, I believe, is that by far the best possible candidate got the job in the end.
- This year was the first year that Union volunteers received Mental Health First Aid training. We offered subsidised places on the half day courses for key volunteers, the course sold out rapidly and volunteers from all areas of the organisation were clamoring for more sessions of training. We've seen the impact of this with some officers finding themselves using the skills they learned on the course to direct distressed students within their communities to appropriate help and support.

- Also on the subject of Mental Health First Aid, as a result of some work I did very early on in my term, this year is the first year that wardens/subwardens in halls have received any training at all related to mental health. I was approached by a group of subwardens who were concerned about the ever increasing number of students reaching crisis point while in halls, particularly in the wake of a student taking their life in a hall the previous year. The subwardens felt that they weren't appropriately trained before the incident, or supported after the incident. As a result I spent some time having to persuade the Director of Student Support that he should be funding this training and make it a mandatory part of warden/subwarden induction. The training was offered, but uptake was frustratingly low and feedback was that prior knowledge of mental health and managing difficult scenarios was alarmingly poor. Hopefully for the future Emily-Jane can continue building on this work to ensure that all front line pastoral staff are equipped with the necessary skills and given enough support to do their jobs safely.
- The biggest win for students to come from my year of membership on the College's Mental Health Steering Group is to gain a commitment from the Provost to ensure provision of counselling and mental health support at other campuses. Currently the counselling service provides one counsellor for an afternoon at Hammersmith and Silwood Park and only provide their psychoeducational workshops at South Kensington. For several years there has been a desire among the student body for more counselling and workshops to be provided at the Hammersmith, which houses over 2000 students and to provide counselling sessions at Charing Cross, the base of roughly 2500 medical students. Currently the Counselling Service are working with the faculty of medicine to find space to provide these sessions, though I believe that a commitment from the Provost means that this will go ahead regardless of how difficult or inconvenient it may be.
- Leyla Okhai of the Equality Diversity & Inclusion Unit has recently secured funding to train up 3 new mental health first aid trainers and has suggested that one of these could potentially be a Union staff member.

Student Funding

- The primary reason I considered taking a sabbatical year was to campaign for fairer funding for students, specifically medics. Last year as ICSMSU Welfare Officer I published a report which found that over 90% of medical students in fifth and final year did not have enough money to cover their most basic living costs as a result of the change in funding model for the last 2 years of medical school. Students were going to very extreme lengths in order to make ends meet. These include but aren't limited to skipping meals, not attending hospital placements due to travel costs, and working excessive hours on top of placements and studying. Anecdotally there is also a small but significant number of students engaging in sex work to support themselves financially. After over 18 months of me campaigning the College finally agreed to give students the option to receive their Imperial Bursary over all six years of their course rather than just the first four to help alleviate the huge drop in funding between year 4 and year 5. The

College also negotiated a loan specifically for final years with RBS which allows students to take a loan of up to £5000 with a 12 month drawdown giving students a financial boost whilst on the home stretch without them having to worry about paying back until after they start earning. Although these are not fully ideal solutions, there are some major leaps forward represented by this work. To my knowledge Imperial is the first institution to recognise that funding for medical and allied health students is insufficient to live and are also the first to actually do anything about it. There is still a very long way to go, and it is unfortunate that the changes to the bursary will only benefit students starting after 2015/16. I'm hoping that someone in the early years of medical school is willing to step up and continue this campaign for fairer student funding.

- I produced the Union's Imperial Bursary Survey Response this year which I presented to the Access Agreement Working Group and Vice Provosts Advisory Group for Education. The response was highly praised and highlighted some of the issues faced by students from low-middle income backgrounds to the College. Many key people in the College now recognise that insufficient funding for low-middle income students not only impacts on their ability to meet basic living costs (as with the medics), but also acts as a barrier to attainment, to club and society participation and to access to key CV building experiences like internships and summer research placements. The paper also highlighted quite strongly the fact that student debt and lack of funding is a major barrier to continuing onto postgraduate education. The proposal that the College and the Union should be looking at how Masters students are supported financially and considering the option for bursary schemes and scholarships.

Sexual Harassment

- This has formed a large part of my later work in response to some concerning cases which appeared in the Advice Centre. These cases demonstrated that the College has been utterly mishandling disclosure of sexual assault. Even more concerningly I have heard some very worrying opinions on the matter from the very people who are dealing with these cases. There seemed very little appetite among high ranking figures in the student support services to take ownership of or do anything about the problem that many women students were being sexually assaulted by other students, who were then getting off Scot free.
- As a result we have a commitment from the Provost and the Vice Provost (Education) to take action.
- The Provost will be mentioning the issue of consent in all his opening addresses to new students for the coming academic year and I am currently working with the Vice Provost (Education) and head of Strategic Planning to bring key figures (such as heads of department and wardens) on board with the idea of providing peer led consent education to new students. Funding is available for us to train volunteers to deliver this training and in the coming weeks we will be recruiting.

Agenda 13 – DPW Report

- There is currently absolutely no guidance available for anyone who may receive a first disclosure of sexual assault or harassment. This is being addressed as a matter of urgency by a management trainee based in Strategic Planning who is producing guidance and a policy for how to support students through these difficult times based on best practice and guidance from NUS and Rape Crisis. Hopefully this will be in place in time for the next academic year.
- Although we will not know the outcomes of the College's financial planning round until August, the head of Strategic Planning submitted a bid to the planning round to fund future consent training and the recruitment of an Independent Sexual Violence Advisor who will be able to develop training for staff and support students and personal tutors.

College Policies

- I fought back strongly against previous iterations of the College's Harassment, Bullying & Victimisation policy. The initial version was extremely pro-accused but did not enshrine support for victims at any point. The final draft approved by Student Support & Wellbeing Committee was far more balanced in its support and actually took victims of harassment or bullying seriously.
- Through my involvement in the Academic Standards Framework (specifically the Complaints & Appeals Task & Finish Group), I have fought strongly for fair mitigating circumstances and academic appeals regulations which are straightforward, fair and navigable for students and personal tutors.
- I spent much of the first part of my year involved in producing the Future Student Service Review. This looked at all the student facing services offered by Imperial (and the Union). The review uncovered a lot of concerning features in the conduct of College Tutors, and poor practice in terms of basic service delivery for certain services. Its recommendations are mostly common sense but were endorsed by Provost Board, that said we are yet to see any impact. I have been slowly pushing to get the ball rolling on implementing some of the recommendations however I think this will be something that this sabbatical team hands over to the new team.

Advice

- The Advice Centre has been completely rebuilt from scratch this year. I cannot take much credit for any of this other than appointing Advice Services Manager Angela Urasala. At the beginning of this year we essentially had no advice centre, something which should have been at the core of all our activities from the formation of ICU. Now we have two staff members with a wealth of knowledge between them covering academic regulations, housing law, debt and consumer rights who are gradually seeing more and more students and feeding into College policy making. Although we are not quite on par with other advice centres yet, the Advice Centre has come an extremely long way in just 10 months thanks to the stellar work of Andrew Keenan and Angela.

Liberation & Welfare Officers

- Something which I have not necessarily been successful in this year is increasing engagement and support for liberation officers. Currently out of 12 officers we have two who have been highly engaged and effective in their roles throughout the year, one who has not responded to a single communication from the Union since he was elected and everything in between. Community & Welfare Board has not been quorate since its first meeting in October in part due to its perceived lack of power or purpose, something which I am keen to see fed into any reform of our democratic structures.
- Some projects which the officers have worked on this year include a mass campaign within the City & Guilds Union around sexual health, stress less puppy rooms, and a long running campaign for gender-neutral toilets in College, removal of titles from College ID Cards and delivery of a workshop to medical students on delivering healthcare for transgender people.

Housing

- See above for details of a housing guarantor scheme to support overseas students looking to rent in the private sector.
- In the early part of the year I spent some time gathering as much student opinion as possible on their experiences with private housing in London. I gathered opinion from over 150 students through face to face conversations, online surveys and going around freshers fair with a flipchart gathering small soundbites from students. I took this to a meeting of West London Citizens and presented the main themes of this research to ensure the student agenda featured heavily on CitizensUK's list of housing 'asks' for the London Mayoral candidates.
- Lucinda and I spoke at the annual Private Housing Evening, giving first years all the facts for moving out of halls and into the private sector. At the associated exhibition, the Advice Centre distributed over 500 leaflets on housing rights and our services.
- As much as I would have loved to actively campaign against Imperial's postgraduate accommodation GradPad, there was not enough time available and it was considered politically difficult while I was trying to get a lot of other major projects through the College. Fortunately I have resubmitted the original paper from a few years ago to Council; if it passes this will give next year's Officer Trustees a mandate to actively campaign on GradPad.

Student Activism

- Imperial has never been seen as a hotbed of activism and its students are considered to be very politically apathetic. I believe I have started to change this culture this year.
- I took an unexpected number of students to join several thousand students from across the country to march against the scrapping of maintenance grants. Although we had by

Agenda 13 – DPW Report

far the smallest group from any students' union, it was a start and I honestly did not expect to be marching with more than a handful of people.

- Following on from that the Ethics & Environment Officer Mike Norman took even more students on the People's Climate March in November.
- Right at the beginning of my term in August, shortly before the start of the Junior Doctors' Contract dispute, I was contacted by an Imperial student and one of my predecessors who wanted to organise a demonstration of medical students and healthcare professionals around the time of the first vote of no confidence motion against Jeremy Hunt as Health Secretary. This was blocked from within the union as it was felt by a small minority to be partisan, however it was heartening so early on to see that students at Imperial wanted to get involved in national politics and take action on issues close to their hearts. Supporting this was enshrined in the 2013-16 strategy and will likely feature heavily in the future strategy so it is a shame that this could not go ahead.
- However shortly after that the DDRB report was released and medical students and doctors across the country were primed for the upcoming industrial dispute. I am proud to have been closely involved in the organisation of the first demonstration against the new junior doctors' contract alongside medical students from Imperial, UCL and Barts. Until that point ICSMSU believed that a students' union had no other function beyond providing entertainment and had no place in politics or activism, and my work in bringing them on board was vital to ensuring that ICSM was by far the most highly represented medical school at this first demonstration drawing several hundred ICSM students to join the thousands of other students and doctors who came out. Following that, ICSM students have been highly represented at all subsequent demonstrations and have been heavily involved in pickets and Meet the Doctors events on strike days this year.

Personal Gains

It's difficult to work out exactly what I've gained from my year in ICU while I'm still in the middle of it and haven't yet had a chance to truly reflect on the lessons of the year.

I think it's safe to say that this year has given me a huge boost in confidence. I never would have believed a year ago that I would be approached by students I barely know to cite me as a role model and credit me with inspiring them to run for local council positions and Union positions. Nor did I ever think that I would deliver a talk to be met with a Faculty vice dean grabbing me by the shoulders and calling me 'extraordinary'. This is a very strange experience for someone who was told frequently to sit down and be quiet, whose opinions were not taken seriously and who was told that girls like her don't amount to much in school.

Imperial was never particularly accepting of me as a community. I was in a strange minority from day one as one of the few people I met who didn't go to 'the right sort of school', being a woman and being from the North (where very few people have even heard of Imperial strangely

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enough). This place wasn't particularly friendly towards me, someone who could easily have been described as 'a gobby cow from up North' and I find it strange that I am just as vocal and make the same arguments now that I have for the last six years, and for some reason now I am finally taken seriously. I sincerely hope that the mark I leave on Imperial is an institutional recognition that you can go to your local comprehensive, have a regional accent, not subscribe to all accepted dogma and still be highly successful.

When all's said and done I'm very much looking forward to returning to medical school (which I've missed a lot this year) and translating a huge variety of skills (which I'm yet to fully identify and reflect upon) into my future medical career.

So long, and thanks for all the fish.

DEPUTY PRESIDENT (CLUBS & SOCIETIES)
Final Trustee Board Report

I'd like to formally thank all of those who've contributed to what has been an educational and life-changing year. I would not have been able to achieve any of what I set out to do without the support, advice and encouragement from CSPB, Club committee members, students and colleagues in the Union and College.

I am working on a more complete summary of my activity over the year, the lessons I've learnt, the impact I've had and the work that's still to be done, that will form a focus of my handover to James.

Update on the Physical Activity, Sport & Wellbeing Strategy

Following a meeting with Muir Sanderson, the College's Chief Financial Officer, we are currently going through a process with Sport Imperial and Campus Services to make changes in Sport Imperial's budgets that will free up the funds to deliver the new initiatives within the strategy.

The year

Over the course of the past year I have been involved in various roles on a number of projects small and large:

Strategic:

- **Sports Review:** project champion, consultation lead, facilitator.
- Engagement with College's Operational Excellence programme: TMaS (Space management) board representative, Timetabling representative, lead on 2 consultation projects on student experience of college professional support services.
- **CSP Long-term planning:** assisting volunteers to develop longer term plans and creating a framework to roll this out across student groups.
- Union Strategy – Our People: session lead & stream champion.

Operational:

- Freshers' Fair: lead on CSP stall allocation.
- Activities Funding: Chair/advisor to a number of subcommittees, awarding funding for tours, activities development, contingency and larger capital expenditure for CSPs.
- **Club Storage:** assisting with the process of finding new storage options for CSPs, and protecting/securing those that already exist.
- CSP Elections: returning officer for summer elections, and those who chose to run online elections not through the three main election periods.

Crossover:

- **CSP Budgeting Process:** project lead, Chair and lead programmer.
- New Activities Creation: Chair of new CSP process, advisor to Student Development & the Business School in developing new types & modes of club activity.
- **Room bookings:** data capture programmer, session lead and responsible person.

Although there remains work to be done to secure the changes made in all of my work this year, the projects highlighted in **bold** are those I would like to see further developed in the next year, as they are the issues affecting the largest numbers of students.

Agenda point 14 – DPCS Report

Operations

- I am working to continue the development of effective online support for clubs and societies in the form of training and tools.
- Administrative processes between myself and the Activities Team are now in a strong state. There is work to be done in defining these before the end of my term.

Work Remaining:

- Tour budgets
- Review of this year's processes, work plans and relationships for handover
- Last Harlington Round
- Work with Arts Imperial to define needs for transport between sites.

FATSO – My Annual Objectives

Work on my annual objectives has had some setbacks owing to capacity issues, meaning that some projects have been dropped to allow completion of the new Physical Activity, Sport & Wellbeing Strategy.

Work remaining:

- Completion of Sports Strategy Adoption and launch
- Impact and next steps profile for each objective, and for other projects picked up over the year.

To carry forward	Completed	Impact to be assessed	Handed over	Work ongoing	Queued	Dropped
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Objective	Actions since last meeting	Status
<i>Future – “Ensuring you carry the skills you learn into your future”</i>		
Taking the lessons from Imperial Plus and creating a development program that supports students regardless of their Union role.	Continuing engagement in the ‘Our People’ Strand of the strategy has fed into objectives around better support for student staff and students engaged in social enterprise.	
Pushing the Union to celebrate club & student success throughout the year.	Impact Reports have now contained messaging around club successes on two occasions.	
Building links with Imperial’s existing Social Enterprise & Community Action groups.	ICSM Connect organised a volunteering dinner to bring together students engaged in social change and charity work. The organising committee are involved in taking their success into the Community Action Group and making it more effective.	
<i>Activity – “Improving the resources available to support you in your role”</i>		
Rewriting key policies and adding accessible procedures	The budgeting process has now completed with repeated reference to the process defined in the early stages of this year. A number of key processes are being moved online. This has been generally well received. A wider-scale review of expiring policies is underway, with a number of CSP-critical policy under scrutiny. I am working on a review of club constitutions to make them more useful living documents. Work remaining:	

	<ul style="list-style-type: none"> • Create 'policy success guide/handbook' accessible to CSP officers. 	
Overhauling the support we give to new societies, and those facing difficulties.	A mentoring scheme has been trialled with new clubs, with varied success. Staff support to new initiatives has increased with new staff in Student Development. Solutions in this area require more capacity within the Union to meet with student groups, which is being created through work on the processes around new initiatives. There is work planned to develop 5-year plans with a pilot group of societies for next year.	
Compiling a guide to raising money from Sponsorship, Trusts, and the public	I am working with the Union President to develop the existing support in time for a Sponsorship event taking place in summer term.	
<i>Training – "Making CSP Training more relevant and helpful"</i>		
Continue to improve the training that's delivered to new club officers.	NCO inductions are now in their second year, having been worked on by Student Development at length.	
Develop practical and targeted sessions aimed at different committee roles	I have continued to work with the student activities team to develop targeted sessions, with final work taking place during June/July to assess areas for future development.	
Assist management groups to develop their own sessions and support.	A management group away day was in the planning stages, with one of the training sessions including "how to deliver a session". A 'lessons learnt' document will be compiled for future years.	
<i>Sports Review – "Creating a new Sport Strategy for Imperial that includes all"</i>		
Engages existing Sport and Physical Activity (S&PA) volunteers and participants.	Consultation on the Sports Strategy has included club committee members, and early stages involved significant feedback from participants. There remain some challenges around student buy-in to the strategy.	
Prioritises excellence in minority representation, not just mediocrity.	Involvement from the DP (Welfare) and LGBT+ Officer has helped to bring a focus on removing barriers in physical activity. Feedback from CSPB has suggested that the name of the sports review may be a barrier in and of itself, and I am pushing for a recognition of the wider lifestyle and wellbeing element that will resonate with larger sections of the student body.	
Offers support to leadership positions as well as excellent players	Objectives in the Sports and Union Strategy include wider opportunities for personal and professional support, and better support to club chairs to carry out their roles.	
<i>Outreach – "Making Club, Society & Project activities part of our local community"</i>		
Supporting clubs that already do outreach in the community.	With the addition of new staff in Student Development, staff have been able to make contact with a number of clubs and student groups involved in outreach and support them to achieve their goals.	
Feeding into outreach programs at Woodward and White City.	I have continued to engage with the Societal Engagement Group within College.	

Agenda point 14 – DPCS Report

Piloting an “Adopt-a-Charity” scheme for Clubs, Societies & Projects.	RAG’s support for this activity is well-established, and there have been a number of successes including Medics’ RAG.	
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Trustee Board Report – Christopher Kaye, Deputy President (Finance & Services)

7th June 2016

WPM Student Invoice Pathway and the Student Experience

I attended a College working group where I ensured that the new online system for student fees and accommodation payments was both accessible and secure. I cannot give full details here due to commercial sensitivity.

Building Maintenance Operational Excellence

I attended this meeting to learn about the latest developments of best practice in the field of building operations.

Summer Ball

Preparations for the Summer Ball continue to go well (hopefully 'will have gone well' by the time you read this). A record number of tickets – 1,700 – and all sold out in record time! Some great work has gone into this and I am very much looking forward to the night.

Student Invoicing pathway

I continue to sit on the Student Invoicing and WPM group at College. I arranged for some students to test the beta version of the site, in exchange for some well-deserved Union Shop vouchers!

Union Budgeting Panels

I have sat on Union Budgeting panels for the Union's budget for next year. A marathon task!

Operational Excellence Community Of Practice Launch Event

I attended a College event on Operational Excellence with the aim of drumming up some future bar trade!

Health and Safety Committee

I attended the College's Health & Safety committee on behalf of the Union, and chaired the Union's Health & Safety committee earlier in June.

Finance Manager interviews

I was on First and Second stage interviews for the new Finance Manager, who has just started. I look forward to continuing to work with for my final few weeks!

Community Connections Volunteer of the Year

I chaired this element of the Union Awards.

New Academic Registrar

The Officer Trustee team met the new Academic Registrar on his second day – which is testament to the importance he places on the Student Union! We look forward to working with him.

Student Panels

I have been on a Fitness to Practise Medicine panel for the College.

External Student Panels

I will be on a Fitness to Practise Medicine Panel, as the external student member, for another university later in June.

A record number of DPFS Candidates

During my time here I've never known there to be so many candidates. Of the 9 candidates, I've met 8 of them to discuss the role and advise them. The Hustings last week showed that they are all of the highest calibre and I know that whoever wins will bring a lot to the table next year.

Thank you

It's been a pleasure being on Board with you for the past two years. We learn a lot as an organisation – and individually – from the external and alumni trustees who make up Board. I hope I will continue to bump into you in the future.

Council Chair Report

Richard Cameron

There has been one (inquorate) meeting of Council since the last Board meeting. Significant discussion was had, however, and items of business which needed addressing were subsequently voted on via email vote.

The following policies (which were due to expire) have been updated and renewed:

- Mike the Micrometer Policy
- Space for Friday Prayers Policy
- Union's Stance on GradPad
- The Union Bar & Tankards Policy
- Representation Policy
- Unpaid Internships Policy
- Union Awards Policy
- Environmental Policy
- Transport Policy

The Union Awards nominations were also ratified, and the Officer Trustees all awarded Honorary Life Membership in recognition of their contributions to the Union.

A large section of the meeting was also dedicated to discussing the proposed plans to reform the Policy-making process within Council and its sub-committees.

Associate Membership Policy

Trustee Board Policy

1. Associate Membership of the Union – as defined in the constitution is reserved for persons under the following conditions:
 - 1.1. An Imperial College London member of staff, Imperial College Union member of staff or other individual on long term secondment to Imperial College Union, upon receipt of a monthly or annual subscription payment.
 - 1.2. A medical student of Nanyang Technological University, Singapore.
 - 1.3. A student of any Further or Higher Education establishment over the age of eighteen, upon receipt of a monthly or annual subscription payment.
 - 1.4. A previous Member of the Union upon receipt of a one off payment for lifetime Associate Membership.
 - 1.5. A previous member of the Union, upon receipt of a monthly or annual subscription payment.
 - 1.6. A previous Associate Member of the Union, who has held such membership for a period of two years, upon receipt of a one off payment for lifetime Associate Membership.
 - 1.7. A person that is renting or using College or Union facilities, upon receipt of a daily or weekly payment, extending only to the use of the Union's commercial facilities.
2. Associate Membership entitles the holder to make use of the Union's facilities, amenities and services.
3. Associate Members are not entitled to receive any form of subsidy from the Union.
4. Associate Members are not entitled to participate in the governance of the Union, except as an External or Alumni Trustee.
5. Honorary lifetime Associate Membership may be bestowed upon an individual by the Union Council, irrespective of their membership status of the Union.
6. Only lifetime Associate Members are eligible for lifetime membership of any constituent part of the Union.
7. Associate Membership may be removed from an individual by a simple majority vote of the Trustee Board or the Union Council.

