

# Imperial College Union

## Officer Trustee Role Review

A paper by:  
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Seconded by:  
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### Executive Summary

**This paper primarily proposes changes to the job description and role of Deputy President (Finance & Services). It also presents supporting amendments to the general description of Officer Trustees and role description of President. Corresponding changes to the Bye-Laws are proposed.**

Appendix A contains the current Bye-Laws describing the roles of the Officer Trustees.

Appendix B contains the proposed amendments to the Bye-Laws describing the roles of the Officer Trustees.

Bye-law changes need to be approved by Union Council, the Board of Trustees and College Council.

### Introduction

This paper addresses the Officer Trustee positions which excludes the two full time officer positions of Felix Editor and ICSMSU President. Its purpose is to ensure that as the Union evolves as an organisation the roles the elected student Officer Trustees take remains central to everything that the Union does. This ensures that proper student oversight continues to be given to the main activities of the Union.

The nature of this paper is therefore twofold. Firstly, to take into account the additional responsibilities added to the Deputy President roles. Secondly, to address the particular responsibilities of Deputy President (Finance & Services) in order to reduce the focus on administrative tasks and reinstate greater strategic overview to the role.

Please note: this paper is not intended to be an exhaustive review of the Bye-Laws or Constitution, but is merely a better reflection of the current role and how it can be redirected to deliver greater impact for our members.

## **Background**

In 2012 Imperial College Union was incorporated as a charity, with all sabbatical Officers (as they were known at the time) becoming (Officer) Trustees of the Union. Since then, changes to the role of DPFS have frequently been talked about and a previous revision was proposed.

The outcome of the January 14<sup>th</sup> 2014 Council paper 'Renaming the Deputy President (Finance & Services) Role' was to provide a full scale Role Review in time for the final Council meeting of the year. This was brought to Council in the June 10<sup>th</sup> 2014 paper which covered previous Council discussions and deliberations of the 2013/14 Officer Trustee team. The annual cycling of sabbatical Officers inherently makes long-term changes challenging, given in particular the overlapping of two academic years.

Despite the June paper being accepted and approved by the final Union Council meeting of 2013/14, the necessary amendments to the Bye-Laws were not made as the Review was not given enough time to subsequently be taken to College Council, (after passing the Union Board of Trustees). The items that were approved were the proposed changes to the name 'Deputy President (Finance & Services)' to 'Deputy President (Activities & Finance)' and 'Deputy President (Clubs & Societies)' to 'Deputy President (Activities & Development)'. However, these changes were reverted in the first Union Council meeting of the 2014/15 academic year, resulting in no overall change.

## **Motivation for Change**

Recent criticisms toward the role lie in the lack of transparency in what the Deputy President (Finance & Services) does on a day-to-day basis and the diminished influence they have in strategic financial decision making, both within the Union and the College. Having spent several months in the role it has been difficult to disagree with these concerns. There is a clear need for change, but not all of the solutions need to be provided via (nor will be restricted to) amendments to the Bye-Laws.

In terms of considering the Officer Trustees team together, all Officer Trustees should have overall control and leadership of the organisation on a day-to-day basis and need to be responsible for making impactful decisions for the benefit of its members. We need role descriptions that adequately reflect the shared responsibilities of the team. By unifying a core set of responsibilities for Officer Trustees in general, we are ensuring that the joint responsibilities are clear, whilst maintaining the particular specialism of each role.

## Summary of Changes

The comprehensive amendments are set out in the Appendixes. A summary of all the changes proposed in this paper is outlined below:

### Urgent Administrative Changes

The following administration will be removed from the daily tasks of the Deputy President (Finance & Services). They are repetitive and operational in nature and could be delivered by a permanent member of staff. This would enable a student Officer have a valuable input into strategic matters and directing commercial services development within the organisation, whilst still overseeing Union finances and procedures.

It should be noted that it is not the function, nor requirement, of this paper to find alternative resources to reallocate the missing tasks, but the Union will ensure that no administration is neglected and that these changes will not impede the other Officer Trustee positions. These changes do not require action from Union Council, but are included to inform decisions on the later resolves.

1. Creating new email role accounts for Clubs, Societies & Projects.
2. Updating passwords for Union email addresses.
3. Liaising with College to prevent or reverse expiries of Union email accounts.
4. Electronic sponsorship to reduce time spent manually printing, signing, scanning, emailing contracts.
5. Daily CSP transaction enquiries, e.g. chasing up invoices, VAT queries, adding supplier information.
6. Reviewing individual sponsorship contract terms and conditions.
7. Reviewing individual VAT exemption applications.
8. Committing individual Union order/product refunds.
9. Updating committee lists on eActivities.
10. Removal of term 'Union ICT contact' on Imperial College Union marketing publications.

### Summary of Bye-Law Amendments

#### President

- Incorporate '8.9. Be responsible for Member and Associate Member discipline issues' into '8.7. Ensure the adherence to the Complaints and Discipline procedures set out in Section E of the Bye-Laws.
- 'Remove '8.16. Be ultimately responsible for Health and Safety across the whole Union.' - nb: This responsibility is owned by the board and shared equally between all Trustees.

#### Deputy Presidents (Education, Clubs & Societies and Welfare)

No changes made to the overall responsibilities.

## Deputy President (Finance & Services)

- Change '11.5. Be responsible to the President for day-to-day administration of finances in accordance with the Union's Financial Procedures,' to '11.2. Be responsible for overseeing support on financial matters to Clubs, Societies & Projects,'
- Change '11.6. Be responsible to the President for the finance-related aspects of Clubs, Societies & Projects,' to '11.3. Be responsible for the Union's Financial Procedures,'
- Change '11.4. Be responsible to the President for the services the Union provides,' to '11.4. Be responsible for the commercial services the Union provides, including, but not limited to: conferencing, retail and licensed trade services,'
- Remove '11.8. Be responsible for supporting the postgraduate student experience, in conjunction with the relevant Union committees,'
- Add '11.5. Be responsible for the marketing and sponsorship of the Union.'
- Change '11.7. Be responsible to the President for the effective co-ordination and representation of student skills development and accreditation programmes operated by the Union,' to '11.6. Be responsible for the Student Development portfolio ensuring excellent opportunities for development through the Union's training, volunteering and student social enterprise provisions'.

## **Proposal**

The aim of the proposed changes are to bring the DPFS position in line with the other Officer Trustee positions in terms of core responsibilities and strategic influence. In doing so the commercial side of the Union will gain student oversight, whilst financial procedures and Union expenditure will retain Officer Trustee scrutiny. Continuing this line of work is hugely important to the organisation in demonstrating to its members that its accounts are open to student scrutiny, input and feedback. Without the transparency, it is difficult to hold the Union to account. Furthermore, these changes will underpin strategic aims to grow non-member generated revenues.

In summary, the new role of DPFS will aim to:

- Maintain student oversight of finances and financial processes
- Enhance accessibility of Union accounts
- Facilitate student ability to affect change in commercial services and entertainments
- Create student oversight of sponsorship of the Union
- Add student oversight of communications and marketing within the Union
- Underpin and steer the development of new and existing revenue streams
- Take an active role in working with the College to provide better services to our members

**Union Notes:**

1. The role of Deputy President (Finance & Services) has long been established and oversees financial procedure within the Union
2. The role of Deputy President (Finance & Services) works closely with Deputy President (Clubs & Societies) on the administration of Club, Society & Project finances.
3. Interest in the role of Deputy President (Finance & Services) in the Leadership/ Big Elections has been lower than other Officer Trustee roles in recent years.
4. Deputy President (Finance & Services) is currently listed as the ICT contact for the Union.
5. Officer Trustees are primarily meant to be strategically focused.
6. The current Officer Trustees support this proposal to amend the Bye-Laws to maximise Officer Trustee oversight across all Union Departments.
7. Currently, in practice, Commercial Services, Conferencing and Marketing departments currently have no direct student oversight, despite making up a huge proportion of the day-to-day engagement with students.
8. It has been committed, via *Our Strategy 2017-2020*, to grow and diversify non-member revenue streams in order to reduce dependence and increase value for the Union's membership.

**Union Believes:**

1. The title, "Deputy President (Finance & Services)", continues to accurately describe the role, despite the changes to the responsibilities.
2. The role of Deputy President (Finance & Services) is currently too administrative and is not a good use of Officer Trustee time or expertise.
3. The current role of Deputy President (Finance & Services) is unattractive to potential candidates because it is perceived to be too administration focused.
4. Maintaining student oversight of the Union's finances is of the utmost importance.
5. Having Officer Trustee involvement in the direction of services is key to achieving our strategic goals and delivering value for our members.

**Union Resolves:**

1. To approve the changes and amendments to the relevant section in the Bye-Laws as stated in Appendix B.

## **Appendix A - The relevant extract of the current Bye-Laws**

### D. Officers of the Union

1. The Officers of the Union shall be the:
  - 1.1. Officer Trustees:
    - 1.1.1. President,
    - 1.1.2. Deputy President (Clubs & Societies),
    - 1.1.3. Deputy President (Education),
    - 1.1.4. Deputy President (Finance & Services),
    - 1.1.5. Deputy President (Welfare),
  - 1.2. Council Chair,
  - 1.3. Presidents of the Constituent Unions
  - 1.4. Welfare Officers of each of the Constituent Unions
  - 1.5. Academic Affairs Officers of each of the Constituent Unions
  - 1.6. Management Group Chairs
  - 1.7. Union Welfare Officers

### Job Descriptions for the Officer Trustees

#### President

8. The President shall;
  - 8.1. Act as a Trustee ex-officio,
  - 8.2. Be the chief executive officer of the Union,
  - 8.3. Be the ultimate representative of the Union,
  - 8.4. Be ultimately responsible for the whole Union, its Constituent parts, and its activities and governance,
  - 8.5. Execute the policy and further the aims and objects of the Union,
  - 8.6. Be responsible for constitutional development and preliminary interpretation,
  - 8.7. Be ultimately responsible for the finances of the Union,
  - 8.8. Be ultimately responsible for staffing and discipline issues,
  - 8.9. Be responsible for Member and Associate Member discipline issues,
  - 8.10. Be responsible for the Managing Director,
  - 8.11. Be the manager of the other Officer Trustees in their role as employees and co-ordinate their work and that of the non-sabbatical Officers of the Union,
  - 8.12. Delegate the duties and responsibilities of Officers in the case of vacancies or if any Officer is unable to carry out his or her duties,
  - 8.13. Chair relevant Union Committees,
  - 8.14. Liaise with Union and College staff as appropriate,
  - 8.15. Represent the Union on external committees as appropriate,
  - 8.16. Be ultimately responsible for Health and Safety across the whole Union,
  - 8.17. Report to Union Committees as appropriate, and
  - 8.18. Negotiate extra duties for Union Officers where appropriate.

#### Deputy President (Clubs & Societies)

9. The Deputy President (Clubs & Societies) shall:
  - 9.1. Act as a Trustee ex-officio,
  - 9.2. Uphold the policy and further the aims and objects of the Union,
  - 9.3. Take on Presidential duties as appropriate,
  - 9.4. Be responsible to the President for the effective co-ordination and representation of Clubs, Societies & Projects, in conjunction with the relevant Union committees,

- 9.5. Be responsible to the President for the effective co-ordination of activities at non-South Kensington campuses, in conjunction with the relevant Union committees,
- 9.6. Be responsible for the effective co-ordination of volunteering within the Union and surrounding communities,
- 9.7. Be responsible for the organisation of Freshers' Fair,
- 9.8. Liaise with Union staff to ensure that appropriate support is being given to all Clubs, Societies & Projects,
- 9.9. Liaise with other Union and College staff as appropriate,
- 9.10. Attend the relevant Union Committees,
- 9.11. Represent the Union on external committees as appropriate,
- 9.12. Represent Union Clubs and Societies to British Universities & Colleges Sports (BUCS),
- 9.13. Report to Union Committees as appropriate, and
- 9.14. Negotiate other duties with the President.

#### Deputy President (Education)

- 10. The Deputy President (Education) shall
  - 10.1. Act as a Trustee ex-officio,
  - 10.2. Uphold the policy and further the aims and objects of the Union,
  - 10.3. Take on Presidential duties as appropriate,
  - 10.4. Be responsible to the President for reporting to the College student opinion on academic affairs and suggesting areas for development, and enhancing the student experience, internationalisation, outreach and provision for student development, in conjunction with the relevant Union committees,
  - 10.5. Be responsible for the training and running of a Representation Network for the Academic Representatives of the Constituent Unions and other student bodies,
  - 10.6. Liaise with the Constituent Unions on all academic matters concerning students,
  - 10.7. Liaise with Union and College staff as appropriate,
  - 10.8. Attend the relevant Union Committees,
  - 10.9. Represent the Union on external committees as appropriate,
  - 10.10. Report to Union Committees as appropriate, and
  - 10.11. Negotiate other duties with the President.

#### Deputy President (Finance & Services)

- 11. The Deputy President (Finance & Services) shall:
  - 11.1. Act as a Trustee ex-officio,
  - 11.2. Uphold the policy and further the aims and objects of the Union,
  - 11.3. Take on Presidential duties as appropriate,
  - 11.4. Be responsible to the President for the services the Union provides,
  - 11.5. Be responsible to the President for day-to-day administration of finances in accordance with the Union's Financial Procedures.
  - 11.6. Be responsible to the President for the finance-related aspects of Clubs, Societies & Projects,
  - 11.7. Be responsible to the President for the effective co-ordination and representation of student skills development and accreditation programmes operated by the Union,
  - 11.8. Be responsible for supporting the postgraduate student experience, in conjunction with the relevant Union committees,
  - 11.9. Liaise with Union and College staff as appropriate,
  - 11.10. Represent the Union on external committees as appropriate,

- 11.11. Report to Union Committees as appropriate, and
- 11.12. Negotiate other duties with the President.

Deputy President (Welfare)

- 12. The Deputy President (Welfare) shall:
  - 12.1. Act as a Trustee ex-officio,
  - 12.2. Uphold the policy and further the aims and objects of the Union,
  - 12.3. Take on Presidential duties as appropriate,
  - 12.4. Be responsible to the President for identifying and informing College of student opinion on welfare issues and suggesting areas for development, and for coordinating and publicising all campaigns concerning, equal opportunities and welfare issues, volunteering opportunities liberation of under-represented groups, International students,
  - 12.5. Be responsible to the President for the Union's involvement in student accommodation provision,
  - 12.6. Be responsible for representing the welfare needs of all students, especially minority or underrepresented groups to the College,
  - 12.7. Be responsible for maintaining and running a Welfare Network for the Union and Constituent Union Welfare Officers,
  - 12.8 Liaise with Union and College staff as appropriate,
  - 12.9. Attend the relevant Union Committees,
  - 12.10 Represent the Union on external committees as appropriate,
  - 12.11 Report to Union Committees as appropriate, and
  - 12.12. Negotiate other duties with the President.



## **Appendix B - Proposed Amendments to Bye-Laws**

### D. Officers of the Union

1. The Officers of the Union shall be the:
  - 1.1. Officer Trustees:
    - 1.1.1. President,
    - 1.1.2. Deputy President (Clubs & Societies),
    - 1.1.3. Deputy President (Education),
    - 1.1.4. Deputy President (Finance & Services),
    - 1.1.5. Deputy President (Welfare),
  - 1.2. Council Chair,
  - 1.3. Presidents of the Constituent Unions
  - 1.4. Welfare Officers of each of the Constituent Unions
  - 1.5. Academic Affairs Officers of each of the Constituent Unions
  - 1.6. Management Group Chairs
  - 1.7. Union Welfare Officers

### Job Descriptions for the Officer Trustees

X. All Officer Trustees shall;

- X.1 Act as a Trustee ex-officio,
- X.2 Fulfil all Presidential and constitutional responsibilities,
- X.3 Execute and develop policy and further the aims and objectives of the Union,
- X.4 Ensure that all members of the Union are equally represented,
- X.5 Chair relevant Union Committees,
- X.6 Liaise with Union and College staff as appropriate,
- X.7 Represent the Union on external committees as appropriate,
- X.8 Report to Union committees as appropriate,
- X.9 Establish extra duties with the President where appropriate,
- X.10 Coordinate the work of the non-Trustee officers of the Union,
- X.11 Deliver the Union's strategic aims and uphold the Union's values,
- X.12 Ensure that the Union provides relevant and sustainable events and services that meet the demands of its members,
- X.13 Campaign where appropriate on issues relevant to the membership.

### President

8. The President shall;
  - 8.1. Be the chief executive officer of the Union,
  - 8.2. Be the ultimate representative of the Union,
  - 8.3. Be ultimately responsible for the whole Union, its Constituent parts, and its activities and governance,
  - 8.4. Be responsible for constitutional development and preliminary interpretation,
  - 8.5. Be ultimately responsible for the finances of the Union,
  - 8.6. Be ultimately responsible for staffing and discipline issues,
  - 8.7. Ensure the adherence to the Complaints and Discipline procedures set out in Section E of the Bye-Laws,
  - 8.8. Be responsible for the Managing Director,
  - 8.9. Be the manager of the other Officer Trustees in their role as employees and coordinate their work and that of the non-sabbatical Officers of the Union,
  - 8.10. Delegate the duties and responsibilities of Officers in the case of vacancies or if any Officer is unable to carry out his or her duties.

### Deputy President (Clubs & Societies)

9. The Deputy President (Clubs & Societies) shall:

- 9.1. Take on Presidential duties as appropriate,
- 9.2. Be responsible for the effective coordination and representation of Clubs, Societies & Projects, in conjunction with the relevant Union committees,
- 9.3. Liaise with Union staff to ensure that appropriate support is being given to all Clubs, Societies & Projects,
- 9.4. Represent Union Clubs and Societies to British Universities & Colleges Sports (BUCS),
- 9.5. Be responsible for the organisation of Freshers' Fair.

### Deputy President (Education)

10. The Deputy President (Education) shall:

- 10.1. Take on Presidential duties as appropriate,
- 10.2. Be responsible for reporting to the College student opinion on academic affairs, suggesting areas for development and enhancing the student experience and provision for students, in conjunction with the relevant Union committees,
- 10.3. Be responsible for the training and running of a Representation Network for the Academic Representatives of the Constituent Unions and other student bodies,
- 10.4. Liaise with the Constituent Unions on all academic matters concerning students.

### Deputy President (Finance & Services)

11. The Deputy President (Finance & Services) shall:

- 11.1. Take on Presidential duties as appropriate,
- 11.2. Be responsible for overseeing support on financial matters to Clubs, Societies & Projects,
- 11.3. Be responsible for the Union's Financial Procedures,
- 11.4. Be responsible for the commercial services the Union provides, including, but not limited to: conferencing, retail and licensed trade services,
- 11.5. Be responsible for the marketing and sponsorship of the Union.
- 11.6. Be responsible for the Student Development portfolio ensuring excellent opportunities for development through the Union's training, volunteering and student social enterprise provisions

### Deputy President (Welfare)

12. The Deputy President (Welfare) shall:

- 12.1. Take on Presidential duties as appropriate,
- 12.2. Be responsible for identifying and informing College of student opinion on welfare issues and suggesting areas for development, and for coordinating and publicising all campaigns concerning:
  - 12.2.1. Equal opportunities and welfare issues,
  - 12.2.2. Volunteering opportunities,

- 12.3. Be responsible for representing the welfare needs of all students, especially minority or underrepresented groups to the College,
- 12.4. Be responsible for maintaining and running a Welfare Network with the Union and Constituent Union Welfare Officers,
- 12.5. Be responsible for providing support to student led campaigns.