



## Imperial College Union Board of Trustees Report

Thursday 1<sup>st</sup> February 2018

<b>AGENDA ITEM NO.</b>	
<b>TITLE</b>	MD Report
<b>AUTHOR</b>	Jarlath O'Hara - Managing Director
<b>EXECUTIVE SUMMARY</b>	<p>This report highlights progress on my key <b>Annual Objectives Appendix A:</b></p> <ol style="list-style-type: none"> <li>1. Develop a Balanced Scorecard</li> <li>2. Delivery against the Budget and Balanced Scorecard</li> <li>3. Develop and deliver an annual Business Plan</li> <li>4. Develop and implement a People Strategy</li> <li>5. Ensure high standard of support for Board and Sub-Committees</li> <li>6. Develop high performing SMG</li> <li>7. Stakeholder relationship management</li> </ol>
<b>PURPOSE</b>	To note progress, discuss Balance Scorecard as below and note Strategic Risk Register <b>Appendix C</b> and Crisis Communications Plan <b>Appendix D</b> not for Board discussion in this meeting.
<b>DECISION/ACTION REQUIRED</b>	<p><b>Balanced Scorecard - Appendix B</b></p> <ul style="list-style-type: none"> <li>• Top level feedback on the structure of the Scorecard whilst noting that this is the first live version and requires further management iterations in order to maximise usefulness.</li> <li>• Discuss key concerns identified as finances behind budget.</li> <li>• Note the key successes in year to date especially membership engagement and training.</li> </ul>

**Imperial College Union Board of Trustees  
Managing Director's Report  
February 2018**

**Annual Objectives**

My priority objectives have been agreed and circulated and have provided a helpful structure to focus on. Detailed in **Appendix A**, they can be summarised as:

1. Develop a Balanced Scorecard
2. Delivery against the Budget and Balanced Scorecard
3. Develop and deliver an annual Business Plan
4. Develop and implement a People Strategy
5. Ensure high standard of support for Board and Sub-Committees
6. Develop high performing SMG
7. Stakeholder relationship management

**Balanced Scorecard – Appendix B**

The senior management team has been working to compile a Balanced Scorecard which begins to provide a framework for monitoring performance across a range of key metrics and identify areas requiring a closer look.

As the first live version, this lacks the benefit of comparisons to previous figures and there are some that do not have defined targets yet. We are adopting an iterative approach to the Scorecard and so welcome input as to developing this as a useful tool which prompts further drilling down on specific matters. The process of building this framework has highlighted several measures that we would like to be able to measure but are not in a position to do so at the moment. We will be working on methods of measuring these for future iterations.

The key messages that this highlights are:

**Financial**

- We are behind budget for the year to date with a significant amount of this being attributable to being behind on sponsorship and external income areas which have failed to deliver targeted growth primarily due to delayed recruitment. Interviews are being held on January 26 to appoint a Sales and Sponsorship Manager.
- The above is simplistic as there are mixed messages throughout. Our reforecast exercise (complete mid-Feb) will show the forward outlook and subsequent exercise will highlight necessary steps and decisions to meet budget.
- Our Credit Control is also behind the target range and has prompted an exercise to bring this back in line.

**Members**

- Whilst lacking comparators, the student issues figures display high interaction with students on both the personal / individual level and those affecting multiple students.
- Membership and democracy levels and their significant increases on last year figures evidence a really strong term in engagement.
- Training for members lacks a figure for last year but marks a significant and impressive increase on the number of individuals trained across the different Union teams.

### Learning & Growth

- Staff turnover figures across the last 12 months remain very high though this is carrying forward turnover from earlier in the year. The work on People Strategy and Investors in People (IIP) as directed by Appointment & Remuneration Committee are the major responses to this.
- The number of development opportunities recorded misses many unrecorded opportunities. Never-the-less, this shows a range of staff engaging in development opportunities even through the busiest part of the year.

### Processes

- Our work around Health and Safety Management is picked up earlier in the Board agenda. Although these figures lack direct comparison here, we have very significant increase in engagement with pre-emptive and reactive reporting aspects.
- Improvements and Innovations gives an insight into the culture of continuous improvement that is established across the Union.

### Graphs

- We will pick out interesting and useful graphs in line with key messages coming through the scorecard.
- Somewhat indicative on this occasion, the financials YTD displays a clear trend in terms of budget as both income and expenditure move further away from budget.

### Other Objectives

There is an update on Business Plan later in the agenda and the next steps for the People Strategy are due for discussion at Appointments & Remuneration Committee on February 8.

Julia Mattingley has started in the new Head of Commercial Services role and as previously outlined, I am excited to have her leading this directorate and the work towards developing a Commercial Strategy. We continue the recruitment process for a new External Trustee and Chair of F&R Committee. Interviews are scheduled for early-mid February.

As part of the induction for Jill as new Chair, and in line with stakeholder management objective, we arranged a series of meetings with senior College staff. Follow up conversations will be important in positioning External Board members and MD as the continuity within the Union and creating further influence on the long term decision making.

Strategic Risk Register **Appendix C** and Crisis Communications Plan **Appendix D** are attached for reference but not for agenda discussion at this Board.

Jarlath O'Hara  
**Managing Director**  
**February 2018**

**Appendix A - Jarlath O'Hara – Annual Objectives 2017/18**

1. Develop a Balanced Scorecard which is embedded at Board and Management level as a functional and efficient method of monitoring the Union's health and performance.
2. Deliver the Unions' budgetary and Balanced Scorecard objectives.
3. Develop and deliver an annual Business Plan with measurable annual strategic objectives which evidences progress towards ultimate delivery of *Our Strategy*.
4. Develop and implement a People Strategy which supports the delivery of *Our Strategy 2017-20* and incorporates Investors in People assessment (Feb 2018) and subsequent action plan.
5. Maintain Board and the Sub-Committees at full capacity in terms of Trustee membership and SMG support and input; ensuring a high standard of governance including timely and comprehensive papers.
6. Develop a high performing Strategic Management Group whose objectives are well defined, well understood across the Union and ultimately delivered. Top priority SMG objectives for JOH to ensure delivery of include:
  - a. Complete a thorough Governance and Democracy review (as set out in review paper)
  - b. Develop a visible and demonstrable step-change in Safety Management across the Union and CSPs in particular
  - c. Complete a data-driven stakeholder engagement project that utilises the data sets held by the Union and provides greater insight into our membership and associated patterns
  - d. Developing services and reach "For all students", including Non-South Kensington and Liberation work streams
  - e. Develop a Commercial Strategy, initiated for 2018/19
  - f. Develop a Space Management Strategy which incorporates consideration of capital expenditure investment into our spaces
7. Ensure strong personal working relationships with key stakeholders, assessed through 360 appraisal, including but not limited to:
  - a. Union:
    - i. Officer Trustees
    - ii. External Trustees
    - iii. Student Trustees
    - iv. Sabbatical Officers
    - v. Constituent Union Presidents
  - b. College:
    - i. President – Alice Gast
    - ii. Provost – James Stirling
    - iii. College Secretary – John Neilson
    - iv. CFO – Muir Sanderson
    - v. Vice Provost (Education) - Simone Buitendijk
    - vi. Vice President (Communications and Public Affairs) - Luke Blair
    - vii. Director of Student Services - Hannah Bannister
    - viii. Director of Campus Services - Jane Neary
    - ix. Director of Estates - Nick Rolfe
    - x. Director of HR - Louise Lindsay
    - xi. Assistant Provost (Equality, Diversity & Inclusion) - Stephen Curry

APPENDIX B - IMPERIAL COLLEGE UNION

# Balanced Scorecard

31 December 2017

## Financial

<u>KPI Name</u>	<u>Score</u>
Income (£ var YTD)	(152,560)
Expenditure (£ var YTD)	119,318
Credit Control (# Days var)	(39)
Sponsorship/External Income (£ var YTD)	(45,805)
Sponsorship / External Income (%)	5.6%

## Members

<u>KPI Name</u>	<u>PY</u>	<u>Score</u>
Individual Student Issues represented (# RT)		253
Collective Student Issues represented (# RT)		67
CSP Memberships (# Full Memberships)	24,683	28,308
Student Complaints Logged (# RT)		27
Complaints (Avg Days to Resolve)		<i>Next Month</i>
Democracy - Election Turnout (%)	17.01%	26.5%
Members attending training sessions (# RT)		1,745
Dropout Rate (%)		<i>Next Month</i>

## Learning & Growth

<u>KPI Name</u>	<u>Score</u>
Staff Turnover (#12mthRT)	20
Staff Retention Rate (12mthRT%)	63.0%
Total Sick/Absent Days (# in per)	19
Quarterly Spot-check [To be Delivered by End of Term 2	0
Development - A2T forms received (#RT)	39

## Union Processes

<u>KPI Name</u>	<u>Score</u>
Incidents (#RT)	33
Process and Site Inspections (#RT)	22
CSP Risk Assessments completed (RT%)	76.4%
Planned Improvements completed (#RT)	39
Planned Innovations completed (#RT)	29

APPENDIX B - IMPERIAL COLLEGE UNION

Balanced Scorecard

31 December 2017

