



Board of Trustees

The third ordinary meeting of the Board of Trustees for the 2017/18 session, was held on Wednesday 23rd May 2018 in Meeting Room 3, Beit Quad at 3pm.

Unconfirmed minutes

Present:	Jill Finney	Board of Trustees Chair
	Graham Parker	Lay Trustee
	Kate Owen	Lay Trustee
	Dorothy Griffiths	Lay Trustee
	Alex 'Chippy' Compton	Union President
	Matt Blackett	Deputy President (Finance & Services)
	Tom Bacarese-Hamilton	Deputy President (Clubs & Societies)
	Fintan O'Connor	Deputy President (Welfare)
	Nick Burstow	Deputy President (Education)
	Owen Heaney	Council Chair
	Paul Beaumont	Lay Trustee
	Lingru Zheng	Student Trustee
In Attendance:	Jarlath O'Hara	Managing Director
	Jomana Al Ahmad	Administration Support Manager
Apologies:	Thomas Waite	Student Trustee
	Eric Suen	Student Trustee

	Action
<p>Item 1: <u>Welcome</u></p> <ol style="list-style-type: none"> The Chair welcomed the group to the third meeting of the 17/18 year, with a formal welcome to Graham Parker as he joins his first Board meeting as a Lay Trustee. 	
<p>Item 2: <u>Conflict of interest declaration</u></p> <ol style="list-style-type: none"> None declared 	
<p>Item 3: <u>Apologies</u></p> <ol style="list-style-type: none"> Thomas Waite and Eric Suen. 	
<p>Item 4: <u>Board Minutes</u></p> <ol style="list-style-type: none"> The Chair presented the minutes from 1st Feb 2018 and invited Board for questions or comments. Board confirmed and signed off the minutes 	
<p>Item 5: <u>Action Tracker</u></p> <ol style="list-style-type: none"> The chair pointed out that forward planners for subcommittees have not been circulated to Board yet and requested for this to be circulated with the papers for next board 	<p>JA to circulate forward planners prior to June's Board</p>

2. JOH updated Board that Hannah Bannister was not able to make it to board residential, the chair made a suggestion to explore inviting a speaker from College to Board in the future, potentially Hannah or Simone.
3. the Chair expressed disappointment with the lack of circulation of Management Accounts for May prior to Board, the timeframe should be no later than the third week of the month and the finance team must be proactive in updating Board about lateness
4. The CSP finance group report will be developed next year and will move to the F&R action tracker
5. JOH will send a reminder to everyone to gather feedback on barriers to inclusivity, and a summary report will be produced shortly after
6. JOH gave a brief update on the progress with the EPOS dashboard and clarified that the paper summarises the latest developments, a test dashboard has been shared and is currently being revised.

JA to move CSP finance group report to forward planner for F&R

JOH to send a reminder about barriers to inclusivity feedback

Item 6: Health & Safety

1. JOH updated Board that the report shows an increased number of reported incidents which shows a growing culture of awareness around Health and Safety
2. There are no major incidents reported however there has been concerns on overcrowding especially with regards to access to Metric, long term solutions are being explored for the near future
3. MB reported that the concerns with overcrowding have been reported to College, however they have not been very responsive, and there is a need to resolve this by the next academic term as big events will be taking place in the night club. JOH added that the Head of Commercial Services is responsible and will resolve the issue before the start of next term.

Item 7: Appointments & Remuneration Committee

Minutes of 13th February 2018. FOC presented highlights alongside A&R Chair, Kate Owen.

1. KO updated Board that an A&R meeting took place prior to Board on 23rd May, the meeting mainly focused on gathering feedback from Sabbatical officers on their learnings from last year
2. The A&R committee then took various pieces of data: the Investors In People results, staff survey results and the people strategy framework and reviewed the main themes which emerged from the surveys
3. FOC pointed out that the Committee changed its name to: People, Appointments and Remuneration Committee, KO added that the terms of reference

<p>do not need to be revisited due to this name change, however, as the Committee looks at people issues within the organisation as well as appointments and remuneration, the name now better reflects the work done by the committee</p> <ol style="list-style-type: none"> 4. KO added that P,A&R has a new Committee member, Shola Alobi who is a Senior HR Manager from College, and her insight will be very beneficial to the Committee <p>Item 8: <u>Finance & Risk Committee Minutes</u> of 24th April 2018. MB presented highlights alongside F&R Chair, Graham Parker.</p> <ol style="list-style-type: none"> 1. GP gave a brief update that since his appointment, he has been getting to know everyone in the Committee and familiarising himself with the work which is currently being done 2. MB gave a brief update on the investments strategy, a meeting will be held on 27th June to finalise details with the fund manager 3. MB added that the forecast is back on track for April due to improved weather, currently the Union is ahead of budget by £33k, this is also due to an endowment fund through which the Union received £39k 4. DG enquired about the budget forecast without the endowment fund as the Union would be £6k behind budget, JOH clarified that we would be behind in a very small margin as £6k is a small fraction of the Unions budget 5. JOH updated Board that the Internal audit results are received next week and GP enquired about whether it would be useful for KPMG for deliver results to the Union directly and added that he will be looking into clarifying the process going forward 6. JF mentioned that the date for the SRR should be reissued following the Board residential <p>Item 9: <u>Communication Committee Minutes</u> of 14th March and 24th April 2018. NB presented highlights alongside Communications Chair, JF.</p> <ol style="list-style-type: none"> 1. NB highlighted the main topics by mentioning the success of SACAs this year, the letter from the Felix editor reviewing the leadership elections, he pointed out that the Felix review may not be completed this year as there has been a lack of progress and no meetings have been held since 24th April 2. The Felix elections review letter is to be circulate to Board with meeting minutes 3. JOH pointed out that there are currently performance issues which have been holding back progress with the review 	<p>JOH to look into reissuing the date for the SRR</p> <p>JA to circulate review letter with meeting minutes</p>
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<ol style="list-style-type: none"> 4. NB added that a strategic marketing plan is currently in progress, and will be presented in the next Communications committee in June 5. He added that the data analysis project is currently a priority for the Committee 6. MB enquired on whether the DPFS should carry the responsibility of infographic production, JF clarified that the financial infographic is a task set to the DPFS to undertake at the start of the year and remains outstanding 7. OH pointed out that he was not able to attend the previous Communications Committee meeting as it was outside of term time, this will be taken into account for the year card 18/19 	<p>JA to consider term times for year card committee dates</p>
<p>Item 10: Governance Committee Minutes 19th March 2018. TBH presented highlights alongside Governance Chair, Dorothy Griffiths</p> <ol style="list-style-type: none"> 1. TBH updated the committee that the governance review is now in the final stages and the documents are waiting for approval from Council 2. Leadership elections were evaluated and a recommendations report was produced by JOH, this will be circulated with minutes 3. TBH has been working on reviewing the Volunteer policy and writing clear role descriptions to ensure expectations are clear by and from the Union 4. DG mentioned that a final Governance meeting will be held in July and the committee will look into the NUS adaption of the recent Charity Good Governance Code 	<p>JA to circulate elections review report with meeting minutes</p>
<p>Item 11: Managing Directors Report</p> <ol style="list-style-type: none"> 1. JOH briefly updated the committee on the Balanced Scorecard and business plan 17/18 and invited board to make comments or questions on them 2. He added that a key focus is the People strategy within his report, this will include policies and commitments of the Union and an action plan to fulfil the commitments 3. JOH added that the committees are currently at full capacity, and we are currently recruiting for student trustees to be appointed for 18/19 4. KO mentioned that the interview panel for the student trustee appointment is open for lay trustees to volunteer and invited the external trustee to consider joining the panel 5. JOH highlighted that positive work has been done with College over the last few months to ensure the Union has a better grasp of its relationship with College 	

6. NB suggested adding to the report a comparison of where the Union was last year with regards to the various topics mentioned, in particular with regards to SMG, What the refocus of leadership will be and what the plan is? JOH responded that performance issues within are currently being managed with support from HR
7. GP made a suggestion to look into a better alignment between sub-committees and Board to ensure that subcommittees work well with Board, he added the oversight from SMG on this would be very helpful. GP added that his discussions with staff show that this point has not been covered. JOH mentioned that the first step to this is ensuring that forward agendas are circulated to Board in advance.
8. JF added that subcommittees, Board and Business plan must ultimately align

Item 12: **Planning and budgeting presentation**

1. JOH presented the Financial and Business performance in the Union by talking about the measures in place to track progress against strategic objectives, the Balanced scorecard is allowing the Union to measure progress in areas that have not been previously tracked, financial performance are handled by F&R, A&R look at people related metrics, the Governance Committee have oversight of elections metrics and Communications Committee will be responsible in communicating strategic messaging
2. The business plan was also put together to bridge between both the Operating plan and Strategy
3. The Individual plans and PDR are overseen by management
4. JOH briefly spoke about the budgets process and which has been divided into 3 different stages
5. JOH also presented the College partnership priorities which were put together after a few conversations with College, OTs will be leading on these priorities over the coming year
6. JOH clarified that the Union has two key roles with College, as a service delivery and representation role, he added that the recent focus has been on the representation aspect and that specific service delivery conversations will follow
7. JOH added that the Commercial and Sponsorship strategy deadlines have now been communicated and the People strategy is a work in progress
8. JOH presented the key themes to be incorporated into the Business plan 18-20, the key deliverables being Space Strategy, SMP, Union role in Student Support Strategy and Wellbeing representation network

<ol style="list-style-type: none"> 9. A target for the Union is to maintain an IIP gold score and that our people feel invested in and valued 10. The metrics to review the success of elections will be revised 11. And ensuring that the metrics for the Be Active strategy are being delivered over the next two years 12. JOH added that a key focus should also be longer term modelling as this gives greater oversight of all aspects of the Union 13. Finally, JOH presented some ideas which would be funded by reserves, these are underrepresented communities, ensuring that Data analysis is a well-managed piece, Leadership development of students and staff by allocating specific resources to improve leadership training and a commercialisation of eActivities 2.0 14. JOH concluded by inviting comments from Board, DG mentioned that all the ideas mentioned are exciting and requested for copies of slides to be circulated 15. JOH added that he is also exploring the option of Project based staff hiring and allocating resources to ensure consistency of project management 16. DG agreed that leadership training for Union staff may also help in retaining staff 17. KO stressed that the focus on the project management point is important, as this will allow the union to be effective in work planning and ensure intense peaks of pressure are well resourced 18. GP posed the question: to what extent do those strategies align with the business plan? He added that it is important to look into the points mentioned to ensure there is an ongoing driver for the organisation and to ask the question: What types of costs do some of these projects have. He added that a timeline would be very helpful for these points 19. JOH responded that F&R would be able to answer budget questions and added that the points in additional standalone projects are not within breakeven budget, however all other projects mentioned should be achieved within breakeven budget 20. JOH added that the timeline of the major projects will be done by setting a particular point in one or two years and asking the question, what kind of progress is satisfactory to the Union? 21. JOH reiterated the point mentioned about long term modelling and ensuring the reserves strategy is taken into account 	<p>JA to circulate slides with meeting minutes</p>
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22. PB mentioned that he would be happy to assist with the Data Analysis project wherever possible.
23. DG mentioned that the Union must also ensure that priorities are clear to ensure the large list of objectives are well managed
24. JF made a suggestion for Board to have oversight of a timeline which presents the sequence and priorities of the key targets
25. F&R will take responsibility for shaping the business plan and it will then be approved by Board

Item 13: Future of post graduate representation

1. NB presented the purpose of the paper which aims to look into the role of the Union within the various projects which are delivered by constituent Unions, he posed the question: should the Union have a supportive role to constituent Unions or a leadership role where everything is done by the Union centrally
2. NB added that without answering this question the Union will not have a clear direction and will not be able to deliver its services more effectively
3. JOH agreed that it would be very helpful if Board gives a steer as to what the Unions role should be
4. ACC mentioned that work is currently being done with Constituent Unions to encourage them to write their own strategies and they need the steer from Board on this
5. JF mentioned that this is a big and important question, and Board should first investigate what it would like to see to be able to make a decision on this
6. DG mentioned that through various conversations with deans of faculties, it is clear that the role of the Union is perceived differently by different faculties, additionally ICMSU does a lot of coordinated work and is seen to be representative of all student medics within imperial, she posed the question, would the Union be able to carry out the work which is now carried out by the ICMSU?
7. TBH responded that if the Union would like to encourage Constituent Unions to do more, they would require more support. FOC added that the effectiveness of ICMSU is that they have a full time position managing volunteers
8. OH suggested that the Union could focus on working on College wide projects and the Constituent Unions should focus on faculty specific projects
9. JF suggested assembling a working group to address this question, this will initially have NB, ACC, OH and LZ, other constituent Union presidents and a lay trustee advisor. ACC and NB

<p>4. TBH added that he would like Board to vote on renewing the lapsed policy CSP budgeting mission statement, Board approved the renewal of the policy</p> <p>5. OH enquired about how the mission statement will ensure that less expensive club budgets are not chosen over more expensive clubs, JOH agreed that an inclusivity in participation must be added, clarity is also needed on the numbers aspect</p> <p>6. GP suggested including the impact volunteering students can have on the community, TBH will look into the best way of including this if possible</p> <p>Item 18: <u>Deputy President Finance & Services Report</u></p> <p>1. MB gave a brief update on the greening imperial report which was published with recommendations, the report increases awareness on the use of single use plastics in commercial services. He added that the Union should follow the progress of the recommendations next year with College</p> <p>2. JF enquired about whether we need to work on a sustainability a strategy, or if we can make quick actions and changes to achieve quick wins, MB responded that he prefers the long term view of strategy and JF suggested for JOH and MB to look into this</p> <p>3. ACC added the an approval is required from Board on the listing fee agreement, this has been agreed and approved by Board</p> <p>Item 19: <u>Council Chair Report</u></p> <p>1. OH mentioned that 3 council meetings were held since last Board, during which ICU decided to support USS pensions strike, in March Council ratified Grahams appointment, additionally, there has been many discussions on social mobility</p> <p>Item 20: <u>AOB</u></p> <p>1. JF mentioned that there should be extra timing for the final Board meeting scheduled, this is for OTs to add to their reports a short summary on the key lessons and reflections for the past year</p> <p>2. DG and GP apologised in advance for not being able to attend next Board.</p>	<p>JOH and MB to look into sustainability within the Union</p> <p>JA to schedule extra time for the final Board meeting</p>
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