



Imperial College Union Board of Trustees

24/10/18

AGENDA ITEM NO.	
TITLE	MD Report
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EXECUTIVE SUMMARY	This paper updates on high-level progress with regards to Welcome week, Project Management, Student Experience Survey, Balanced Scorecard and Business Plan.
PURPOSE	To inform Board members of progress and encourage questions and input where desired. Discussion around Project Management is encouraged.
DECISION/ACTION REQUIRED	No decisions required.

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

Welcome Week

Welcome week is a critical time for the Union. When we get it right, we set a positive first impression with students that can set ourselves up well for the year ahead and indeed for each students' whole time at Imperial.

This was a very encouraging start to the year with fantastic attendance and engagement over a range of events and activities including our flagship Freshers' Fair.

Of particular note this year was the structured communications approach to all incoming students starting with A-Level results day, through to welcome booklet and through to the end of welcome week. This created a notable difference in the apparent understanding of what the Union is and therefore also the type of questions and engagement that took place over the week.

We did experience some technical difficulties which affected our door / entry system on the first major evening event but the team rallied well to come up with plan B on the night and to implement a new system which worked smoothly for the remaining events.

Project Management

We have been clear at both Board and Management level that a Union-wide overhaul to the way that we work, in particular with regard to project management, is a top priority for 18/19.

We have completed an initial mapping of major and recurring work strands (referred to as projects for simplicity) and have embedded the monitoring of these into our Balanced Scorecard. These two measures replace the 'improvements' and 'innovations' metrics from 17/18. Their status is now the last remaining measure on the Scorecard that remains subjective and the overarching objective is to ensure that our 19/20 measurements for this section remove the subjectivity.

The next step is to build on the mapping exercise and include all plans and documents for each strand in a central place. This can be done to a limited extent upfront and to a greater extent as we work through each project this year. That way, by the end of the year we have built a series of project plans that can be 'taken off the shelf' the next time the project comes round.

We are also trialling some different approaches to running projects with the intention of evaluating and embedding a single system for use across the Union in 19/20.

Student Experience Survey

The Officer Trustees have helpfully identified that the Student Experience Survey (SES) which is jointly owned by College and Union is underutilised as a feedback mechanism. We have established a project group to oversee the question formulation and use of results. We will use this as an

opportunity to help gather feedback and measure progress against some of our strategic objectives that are otherwise difficult to measure.

We are using this project group as 'Project 1' in trialling a new project management approach through Microsoft Teams.

Balanced Scorecard

The Balanced Scorecard has been revised and is attached as Appendix A. The revision includes a mapping exercise to our Strategic Objectives and shows that we have good coverage with 13/15 being measured.

For FY2, "We will inspire an Imperial-for-life mindset..." we have a measure on life memberships but this feels too narrow for a scorecard at this level. We are moving towards an enhanced partnership with Advancement (Alumni) where we assist their efforts and get improved input / access to their annual fundraising for student initiatives.

For YV2, "We will reinforce the importance of global citizenship..." our work around the Liberation & Community Officers is the best step but we do still have a gap in demonstrating meaningful progress against this objective. With this now understood, we will explore the Survey as an option to measure this.

The measures themselves will become much more meaningful from October's figures onwards and Board will receive a regular commentary from me from then onwards.

Business plan

Following on from our away day in September, I have mapped the Business Plan objectives against our Strategic Objectives and also into four buckets. This is included as Appendix B. I have used: People – that which we must do in order to create an environment where our staff can thrive; Planning – that which we must do in order to set ourselves up for future success; Partnership – the areas that we play a representative role and where our achievements are ultimately in shaping College level outcomes; and Performance – the areas that are truly about what we do in year.

As committed, the next steps are to progress against these areas and to ensure that the updated Union, directorate and team visions are in place and clear by the end of November.

Jarlath O'Hara
Managing Director
October 2018

Appendices:

- A – Balanced Scorecard September 2018**
- B - 18/19 Business Plan - Better not more!**
- C - Strategic Risk Register**

Appendix A – Balanced Scorecard September 2018

IMPERIAL COLLEGE UNION

Balanced Scorecard

30/09/2018

Key	
PM	Prior Month
PY	Prior Year
RA	Running Average

Financial					Members				
Full Year Target					Full Year/Cumulative Targets				
KPI Name	Obj.	Prior Period	Score	%Target	KPI Name	Obj.	Prior Period	Score	%Target
Income (£ var YTD)	YU1	PM (17,074)	(19,965)		Student Issues Represented (# RT)	YS1	PM 52	120	16%
Expenditure (£ var YTD)	YU1	PM 28,792	34,295		CSP Membership (# Full Memberships)	YD1	PY 4,259	3,429	77%
Credit Control (# Days)	YU1	PM 95	73	121%	Disciplinary Cases Appeals (%)	YU3	PM 25%	20%	400%
Sponsorship/External Income (£ var YTD)	YU1	PM (6,776)	(6,198)		Democracy - Autumn Election Turnout (%)	FY3	PY 26.5%		0%
Sponsorship/External Income (% var YTD)	YU1	PM (13.7%)	(7.4%)		Member Training Attendance (%)	YD1	PM 78.7%	74.0%	134%
					Member Training Satisfaction (# Score)	YD3	PM 7.7	8.6	123%

Learning & Growth					Union Processes				
Full Year Target					Full Year Target				
KPI Name	Obj.	Prior Period	Score	%Target	KPI Name	Obj.	Prior Period	Score	%Target
Staff Role Occupancy Rate (%)	YD2	PM 98.2%	97%	102%	Incidents (#RT)	YU3	PM 4	14	22%
Staff Retention Rate (12mthRT%)	YU2	PM 64.5%	59%	74%	Process and Site Inspections (#RT)	YD2	PM 5	10	5%
Total Sick/Absent Days (# in per)	YU3	RA 30.7	89.0	371%	CSP Risk Assessments Completed (RT%)	YD3	PM 13.6%	31.4%	31%
Development - A2T Training Booked (#RT)	YU2	PM 2	3	3%	Major Projects Ontrack (#RT)	MANY	PM 11	10	91%
					Recurring Projects Ontrack (#RT)	MANY	PM 57	56	97%

Appendix B - 18/19 Business Plan - Better not more!

Business Plan Objective	Strategic Objective	People / Performance / Planning / Partnership
Project Management – full mapping of all agreed projects and their progress	YD1, YU	People
Formally retain IIP Gold through finalising and implementing People Strategy and supporting pieces.	YU2	People
Develop a Spaces Strategy which is integrated with a refreshed reserves policy and comprises all campuses over the 5 years ahead.	FY1, YU	Planning
Longer Term Modelling - multiple-year spaces strategy, revised reserves policy and multi-year budget projections.	YU1	Planning
Work in Partnership with College to ensure their publishing and implementation of a Student Support Strategy with the Union’s Wellbeing Rep Network established as a long-term funded initiative.	YS3	Partnership
Work in Partnership with College to ensure their publishing and implementation of an Equality, Diversity and Inclusivity Strategy with clarity established over the Union’s future specific delivery function.	FY, FY1, YS2, YS3	Partnership
Be Active Strategy Metrics – Alongside Sport Imperial deliver: rebrand of sport; sport partnership space; transport restructure; coaches for all performance clubs; and publish annual sport report.	YD, YD1, YS2	Partnership / Performance
Deliver Year 1 Commercial Strategy objectives – Focus on Food overhaul, Online Retail and Shop Extra redevelopment.	YU1	Performance
Graduate Students’ Union (GSU) working group formed, analysis of relationship and recommendation paper to appropriate committee(s).	FY1, FY3	Performance
Develop a Strategic Marketing Plan which includes an Impact & achievement dialogue with members.	YV1, YV3	Performance
Elections - additional Metrics still to be locked down by Governance Committee in Sept but will include: Turnout; Turnout by demographic; candidate numbers; candidate diversity; training attendance.	FY3	Performance