



Board of Trustees

The first ordinary meeting of the Board of Trustees for the 2017/18 session, was held on Wednesday 24th October 2018 in Meeting Room 3, Beit Quad at 2.45pm.

Unconfirmed minutes

Present:	Jill Finney	Board of Trustees Chair
By Phone	Paul Beaumont	Lay Trustee
	Graham Parker	Lay Trustee
	Alex 'Chippy' Compton	Council Chair
	Rebecca Neil	Deputy President (Welfare)
	Alejandro Luy	Deputy President (Education)
	Robert Tomkies	Union President
	Abhijay Sood	Student Trustee
	James Medler	Deputy President (Clubs and Societies)
	Dorothy Griffiths	Lay Trustee
	Madina Wane	Student Trustee
	Claudia Caravello	Deputy President (Finance and Risk)
In Attendance:	Jarlath O'Hara	Managing Director
	Jomana Al Ahmad	Administration Support Manager
	Simone Buitendijk	Vice Provost (Education)
Apologies:	Hafiza Irshad	Student Trustee
	Stephen Naulls	Student Trustee
	Kate Owen	Lay Trustee

<p><u>Item 1 - Chairs Welcome</u></p> <p>1. The Chair welcomed Board Members to the first Board of Trustees meeting of the year and highlighted two recent issues to be noted at Board: the first is the breach of confidentiality with regards to the leak of the rugby appeal</p>	<p><u>Actions:</u></p>
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decision to *Felix* editor, the Chair raised this as a trust concern and asked Board to ensure that this does not occur again in the future as It is essential that all Trustees take their responsibilities seriously and that we act as a team for the benefit of the Union, not as solo players .

2. The second issue raised by the Chair is the compromising image concern and the clear lack of information on how to deal with such issues by Trustees at an individual level, the Chair suggested that a task and finish group is set up to propose recommendations for similar situations in the future

Item 2 Conflict of Interest

1. None declared

Item 3 Apologies

1. Stephen Naulls
2. Hafiza Irshad
3. Kate Owen

Item 4 – Minutes from 28th June 2018

1. The Chair has recommended a rephrase of item number 12.16, this has been rephrased to: TBH agreed that the Union must focus on ensuring that the basic services are being offered to a high standard.
2. GP pointed out that the action point for agenda Item 8.4 will be completed in the next F&R meeting, additionally, the commercial strategy will be circulated to all Board members by JOH.

**JOH to circulate
Commercial Strategy
to Board**

Item 5 – Action Tracker

1. JF recommended that the data analysis action point will be more appropriately addressed by the Communications Committee within the marketing strategy
2. JOH will circulate the suggestions on Barriers to Inclusivity to Board
3. JOH suggested that the Sabbatical Officer performance management action point is moved to the PARC agenda.

**JOH to circulate
Barriers to Inclusivity
feedback to Board**

**JA to move action
points to PARC**

Item 6 – Health and Safety report

1. JOH mentioned a higher number of H&S incident reporting, and increasingly the issues reported are minor incidents, this reflects an improvement of the Health and Safety culture in the Union
2. JOH added that there are two points to note at Board, the first is regarding a member of staff who was recently hired and has a severe nut allergy, a serious incident was reported two days after their recruitment, however, this was dealt with accordingly
3. The second is regarding the catering department and the requirement for food packaging to be monitored effectively,

so far a number of near misses have been reported due to this issue

4. JOH highlighted positive feedback from College regarding the monitoring Health and Safety on trips abroad
5. DG enquired about how the increase in reporting justifies the explanation of a better health and safety culture, JOH responded that by looking at the number of injuries and incidents, and the nature of the incidents being reported, the Union can comment that incidents are more minor in comparison to last year

Item 07 – PARC meeting Minutes

6. BN reported on the PARC minutes by mentioning the key discussions as: staffing issues and development, the wellbeing strategy, the people strategy: for which a final version was recently circulated and the implementation phase has initiated, the final discussion point was exit interviews and the types of feedback received by staff.
7. DG enquired about turnover and whether benchmarking data is used to set targets, JOH responded that the Union has done a comparison with other charities, and the Union turnover rate was higher than other charities last year (as 12 people left over the summer), however this has significantly improved in the last 12 months
8. JOH added that better succession planning is in place and the project management objective is taking high turnover into account. JOH added that the different types of needs for different roles was identified and it is clear that more junior office-based roles have the highest turnover
9. JM raised a question about student staff and whether turnover reasons have been investigated, JOH responded that it is an important issue, however, the current priority has been on permanent staff with work on Student staff to follow

Item 8 – F&R meeting minutes

1. CC highlighted the main discussions from the minutes by mentioning the audit results received and the £170,000 surplus achieved. The main concerns in the audit were about closing College balances and recommendations have been made to resolve this issue. CC added that management accounts were presented and highlighted that the hiring of an additional staff member in the systems team and building refurbishment works have added unbudgeted costs.
2. An update on investment was mentioned with Rathbones having currently received £1.5 million. The Union focus on chasing debts was mentioned, in addition to the update of SRR risks 3,10 and 11. CC added that the Committee

discussed the potential to host the Summer Ball externally in 2020.

3. JF congratulated JM for a strong start to commercial services in the AY 18/19
4. GP pointed out item 14 relating to recommendations by internal auditors which are to be implemented by SMG and reported on in March.

Item 9 – Signing the final accounts

1. JF signed the final accounts as recommended by the F&R Committee.
2. JOH thanked Board for being receptive about the tight turnaround of the Annual accounts which is done to align with College processes, and mentioned that discussions will take place at F&R to review the process and recommend changes if necessary.

Item 10 – Communications Committee minutes

1. AL summarised the main discussions by mentioning the commitment to have a webpage showcasing the Union's finances and the Student Survey which has now become a large undertaking by OTs, JM pointed out that OTs would like to ensure that the survey is completed by every student and it should be used to shape the Union's and College's projects. JF commended this as a big step forward in the right direction
2. AL added that the meeting had a brief discussion on internal communications, and actions will be taken outside of the Committee to address streamlined internal comms
3. AL mentioned the OT comms plan and the aim to make OTs the face and voice of the Union, and allow members to put a face to the Union, he added that a postgraduate column was added to *Felix* and AE18 had a record turnout for both UG and PG votes/nominees which was very positive
4. DG enquired about what was done differently this year in terms of AE18, AL responded that PG roles were brought to an online platform, this attracted a larger number of votes, also Constituent Unions and other targeted comms were used to ensure wide publicity
5. AS enquired about whether more PG roles are going to be added online, AL responded that he is looking to review this and add more roles next year
6. JOH added that the comms strategy from A-Levels onwards had a positive impact of an increased interaction with the Union
7. DG requested a breakdown of participation and data from AE18, JF congratulated all those involved in this positive result.
8. JF enquired about the OT comms plan and whether OTs found it useful, JM responded that OTs are currently using it

AL to circulate the breakdown of AE18 participation data

as a guide and are using different types of comms as appropriate

9. DG enquired about the use of social media: the negative comments on various platforms and whether oversight is currently owned by any committee, such as gender and racial issues and the negative perceptions around the diversity of the student body. RT responded that this is currently not owned by any committee and believes it may fall under various committees
10. MW enquired about whether this falls under the defamation Policy and RT responded that this policy focuses on defamation of persons in College
11. ACC mentioned that this falls under social media policy which applies only to the Union's channels, however, many social media channels are run by students, JF added that this involves setting a code of conduct and how we educate our students regarding the use of social media

RT to look into whether social media policy and related issues should be owned by a specific committee

Item 11 – Governance meeting minutes

1. RT summarised the meeting minutes by mentioning the democracy update on Union Council and the improvements which were implemented, training given etc. RT added that the elections timetable was discussed and how Union Council should be included in the decision
2. RT reported that elections had a record turnout and two elections were held separately for the first time, he added that the Union must ensure an evaluation is carried out and best practice is implemented in future years
3. RT added that the training plan for the year was discussed and is currently being reviewed, from Union Council to individual training for SABBs, in addition to moving the elections training to an online forum
4. Finally, RT commented that the Constitution and Bye-Laws are yet to be passed by Council and currently each Committee is reviewing and updating its policies as recommended by the President last year
5. CC asked for her name to be added to the minutes and BN's name to be removed

JA to update the meeting minutes

Item 12 – Terms of Reference

1. JOH opened the discussion by mentioning that the Terms of Reference for each subcommittee are being reviewed at the start of this A/Y and notes that all sub-committee ToRs should be owned by Board. JOH suggested that the ToRs continue to be reviewed and updated individually by Committees and that they are proposed to Board when finalised to approve.
2. JOH pointed out that at Board level, a decision must be made regarding quorum levels at Committee meetings.
3. RT mentioned that the definition of quorum levels was inconsistent and unclear for Committees and Board, usually,

<p>Subcommittees are chaired by external trustees and it is proposed by RT and JOH that quorum levels are defined as:</p> <ul style="list-style-type: none"> • A Minimum 3 Committee members • 2 different types of Trustee must be present • A minimum of 50% of voting membership must to be present <ol style="list-style-type: none"> 4. Also required that the Chair of the meeting should be delegated by the Committee Chair if they are not to be present 5. The rationale behind not requiring all three different types of trustee is availability. 6. for Board quorum levels are proposed as: <ul style="list-style-type: none"> • 2 trustees of each type must be present (or 1 if the full quota of that type of trustee is not in place) • 50% of voting members must be present • The Chair must be delegated by the Chair of Board if not present themselves 7. JOH enquired about whether Committees must be bound by having an external trustee or could they be delegated? JF raised a concern about not having an external trustee at F&R as having an independent scrutiny for accounts is essential 8. Board agreed that the phrasing: the Committee Chair must delegate as appropriate is added to each ToR and that a Lay trustee needs to be present for F&R 9. GP requested that this is documented and sent to Board to allow them to make a better informed decision 10. It was agreed that all Committees will have this written in their terms of reference 11. GP enquired about whether Board is satisfied that the Union has the right committees in place? And if there are any areas that are not covered by the existing committees, JOH will be mapping what is currently covered and bring it to the next Board meeting <p><u>Item 13 – Defamation code of practice</u></p> <ol style="list-style-type: none"> 1. RT mentioned that this is a joint policy with College and has recently been updated, and recommended that it is passed at Board level 2. DG asked if a change in wording can be made: his to their, ACC pointed out that this requested was not accepted by College in the past 3. JF asked if clarity can be added to explain what is meant by the Union media, such as explicitly writing: <i>Felix</i>, social media and emails 4. JF suggested that Board Policies which are to be reviewed this year are updated by JOH and RT and these are to be moved to the next Board Meeting <p><u>Item 14 – Governance Committee recommendations</u></p>	<p>JA to include ToR including quorum information in each upcoming Sub-committee</p> <p>JOH will map out committees and areas covered by each committee to present to Board</p> <p>RT to make the recommended changes to the Policy</p> <p>JOH and RT to review the policies mentioned on the forward agenda by the next Board</p>
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1. RT mentioned that the Union is currently reviewing disciplinary procedures as there is inconsistency in the Union's approach to this issue. RT added that he believes the policy should be written from scratch. PB commented that currently it is a very difficult document to work with, ACC agreed the disciplinary policy should be reviewed and recommended that it is split into different stages as it will be a large piece of work
2. RT added that a project management approach to the review is necessary

Item 15 – minibus fleet

1. JOH presented the paper briefly and recommended that a decision is made regarding the minibus fleet
2. BN enquired about disability access in the new buses and JM responded that this has not had great demand in the past
3. MW enquired about non minibus services and JM commented that coaches were added as a service and has reduced the demand significantly on peak times
4. GP enquired about the net cost of the new minibuses, JOH responded that it will be approx £4-6k for the sale of each old minibus, and approx £34k for each new bus
5. Board approved the reduction of the minibus fleet from 18 to 15, and for the purchase of 3 new minibuses

Item 16 – College Guest Speaker

1. JF thanked SB for attending the meeting to feedback and give the opportunity to ask questions and learn more about College's projects, SB opened the floor for questions to begin the discussion.
2. JOH pointed out that currently the joint priorities of the Union and College are the working relationships, education, student support and inclusivity and diversity, he enquired about the current work on these areas in College
3. SB responded that College is currently in the middle of its learning and teaching strategy, the overall feedback from the NSS response is that there are too many assessments and students feel overburdened with course material, all departments are currently working on this and have a deadline to address this by March. SB added that there are many projects in this area and College is working with the Union on some of them.
4. SB added that work is being done on inclusivity and diversity by adding more students from a widening participation background, not only to fulfil a quota but to develop initiatives to help students settle in the University. The other area is student support and wellbeing and the College is focusing on not only adding more counselors, but on ensuring that students are supported early on before their issues escalate

5. SB concluded that overall the focus of College is to ensure that top research and top teaching happens at imperial
6. AS asked about student involvement in setting the curriculum and whether it is encouraged to make sure students are involved by all departments. AL responded that department reps discuss this at Council and AL made it clear to students that they have a right to be involved. SB suggested that the Union ensures that there is follow up regarding this issue
7. DG enquired about the strategy for inclusivity, SB responded that it is clear there is bias in terms of admissions and interviews, a pilot will be run in admissions whereby students are offered a place based on qualifications only, and the College is working on ensuring that once students arrive at College they have a good experience. Additionally, there is now a comprehensive strategy for staff and students.
8. DG commented that LSE have done this successfully in London, however, is imperial looking at bigger areas and to venture outside of London at Q1 and Q2 areas?
9. JF enquired about how the Union can work best with College to ensure that Imperial caters for the changing student population, SB responded that there is a lot of opportunity for collaboration and making sure that the student voice is heard and a synergy needs to be created, and College wants imperial to become an entrepreneurial experience for students
10. AL added that the student support strategy covers three areas: one support package for underrepresented groups and that is one area which will be looked into in detail, AL thinks it is an area where dual work can be done. SB mentioned that she is currently working on prevention in mental health and early stage intervention
11. RT commented that many projects are reactive and are to meet bench mark targets, he enquired about how imperial can innovate to achieve results which are beyond industry standards. SB responded that the current strategy in place is innovative and is venturing into areas that have not been covered before, and College is looking to implement best practice and use online technology in learning and interactive STEM teaching, all of this is work other universities are not doing
12. JF enquired about space and campus and how this can be made more collaborative and coherent. SB responded that this is a real issue in the university and one of the areas where College is non-collaborative. SB mentioned her goal as creating a kinder more collaborative College as there are issues with the culture around space.
13. JM mentioned an exciting project which introduces a way to find out which facilities are empty using technology, AL

- added that they are starting to run trials on this project to make information available to students about empty space
14. JF thanked Simone for joining the meeting and for sharing useful insights into the work being done by College

Item 17 – MD report

1. JOH reported that it has been a very positive start to the year: Freshers fair was successful and election results hit a new record, additionally graduation day took place with a record number of sales in bars and retail
2. JOH mentioned that the objective to achieve effective project management is undergoing and the current trial projects are leadership elections 19 and the student experience survey. The Union is also currently looking into rolling out OE training for all staff
3. JM and AL added that the two key elements around project planning are software and culture and each project being trialed is different which adds to the knowledge and experience to be gained
4. JF thanked the OTs who are taking part in the trial and asked if there is enough resource to undertake this task?
5. JOH added that a mapping exercise was carried out on the business plan to showcase where each objective sits within the strategic objectives, JOH added that some changes have been incorporated to the Balanced Scorecard and it will be circulated every month with a commentary to add clarity to Board
6. GP commented that some items appear to be not measurable on the BS which is a concern and thinks that there is some work to be done to develop the BS it into a more useful management tool, JF agreed that the BS is not useful unless it is understood by Board and the commentary in the future will be helpful.

Item 18 – President's report

1. RT briefly summarised the report and asked if Board has any questions, AS commended RT about challenging the content of the President's speech. RT mentioned that he had raised the issue about the speech in advance and the reviewed the speech was pulled back one day before graduation, RT added that he has now succeeded in proceeding with a review of the speech again and there are steps in place to take this issue forward.

Item 19 – DPE report

1. AL briefly highlighted the NSS report response and asked for any questions from Board.
2. AS enquired about whether there a conscious choice not to include departments in the results breakdown, AL responded that the results are quite general however the

JA to add the review of the academic rep network to the forward agenda

aim from this is to pull out general themes across all departments as we do not want to do the departments work for them, additionally, a huge amount of data analysis is also carried out by departments

3. ACC pointed out that one of the recommendations was for the Union and enquired about whether Board should own the action, AL responded that the academic rep network is focusing on the action mentioned and this report is for College to be aware of the Union's commitment as a whole
4. AL is working on reviewing the Academic rep network and will bring it to Board as a forward agenda point
5. GP commented that the survey is showing a trend of lower results and some results are lower than Russell group targets, he enquired about whether the same trend is seen across Russell group universities, AL responded that he has not looked into other figures as a comparison and will do so in the future, and pointed out that College is doing a large amount of action based on NSS regardless of comparisons

Item 20 – DPW report

1. DPW report summarised work done on the various projects and mentioned a successful event organised recently by HI on widening participation
2. JF requested that more specificity is added to the report and the actions/goals of the projects mentioned

Item 21 – DPFS report

1. CC summarised the report and asked Board for questions, AS enquired about the difference between Union and College breakfast services, CC responded that more fresh food is served in Union and to the table, there is also greater variety on the menu
2. CC mentioned that the breakfast catering numbers will be reviewed by JM, once the first month is over, and it will come to F&R to report and scrutinize
3. JF commended CC for taking a step back to look at how her role should sit alongside the Head of Commercial Services role. CC mentioned that there may be a need to reassess DPFS role and responsibilities and RT pointed out that this is currently being actioned at Governance Committee

Item 22 – DPCS report

1. JM summarised the report and mentioned that a major focus in his role is optimisation and project management
2. AS enquired about the room booking process, JM responded that it currently takes 3.5 months to finalise room bookings, and there is potential for this to be a College timetabling project, the main purpose of this project is to roll over annual bookings as they are currently the main issue in the Union

Item 23 - Council Chair report

1. ACC mentioned that the main current aim for her role is to run Council in a more efficient way, PB has been adding input to this and the target is to ensure that Council has a positive dialog with Board and develop two way communications
2. ACC added that feedback has been relatively positive on the initiatives carried out so far and the discussions in the last meeting included Union policies towards sexual misconduct and giving governance the power to remove someone from an elected position. Another discussion was regarding newspapers in shop extra and the types of newspapers sold. A decision was made that offensive paper profits to go anti-racist campaigns, additionally, they will be removed from view but will be sold upon request.
3. AS enquired about the profit made from selling newspapers and whether it is a good use of space? ACC responded that she raised this point to JM and it is currently being reviewed
4. ACC finally mentioned that the Constitution and Bye-Laws will be brought to Council on 13th November 2018.

Item 24 - AOB

1. AS enquired about the reason for cancelling the lock picking event and CC responded that the event was postponed mainly because of security concerns of 1500+ people interested, RT added that the large number resulted in postponing rather than cancelling the event fully.