



Imperial College Union Board of Trustees

12 December 2018

AGENDA ITEM NO.	Item 16
TITLE	MD Report
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EXECUTIVE SUMMARY	The paper includes a mapping exercise for Union functions against Board Committees and a brief update on Project Management and Balanced Scorecard.
PURPOSE	To prompt a discussion on whether the areas of volunteering and recognition require greater committee oversight. Update on items not included elsewhere in the agenda.
DECISION/ACTION REQUIRED	None required.

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

Objectives

My four overarching objectives are: A high performing SMG; Alignment of Board and Sub Committees with work flows; Project Management; and Priority relationships. Progress is being made against all four and there will be a full report on these in the New Year.

As part of the alignment piece, a mapping exercise has been carried out in order to identify where the Union has functions that are not covered by Board or Sub-Committees.

Union Function	Union Team	Primary Committee	Secondary Committee
Staffing	Administration	PARC	F&R
Student Advice	Advice Centre	Balanced Scorecard	
Club and Society Activities	Student Activities	Finance & Risk	Board
Club and Society Finances	Student Activities	Finance & Risk	Board
Student Volunteering	Student Development	Minimal Coverage	
Student Training	Student Development	Balanced Scorecard	
Student Recognition	Various	Minimal Coverage	Communications
Elections	Education & Welfare	Governance	Communications
Campaigns	Education & Welfare	Communications	Governance
Council / Governance	Education & Welfare	Governance	Board
Representation Networks	Education & Welfare	Board	
Commercial Services	Commercial Services	Finance & Risk	Board
Finance	Finance	Finance & Risk	Board
Systems	Systems	All / Dependent	All / Dependent
Disciplinary Cases	Officer Trustees	Governance	Board
Officer Projects	Officer Trustees	Board	All committees
Member communications	Marketing & Comms	Communications	
Union communications	Marketing & Comms	Communications	Finance & Risk
Sponsorship / Sales	Marketing & Comms	Finance & Risk	Board
Events	Events & Conferences	Finance & Risk	

Advice and Training have little Committee oversight other than through the Balanced Scorecard. Student volunteering and Student Recognition have minimal Committee oversight other than through some communication channels. Board members are invited to discuss whether this requires change.

Project Management

Work around project management has been progressing on several fronts. We have directed resources towards coordinating our approach and there have been training sessions on Microsoft 365 and Microsoft Teams specifically as trials of these ways of working continue.

We have begun a needs analysis exercise which will also pull existing documentation together in a consistent manner. The aim is to be in a place to roll out the agreed approach as part of the budgeting process for 2019-20 which will help to embed the process right across the Union.

Balanced Scorecard and Other

Other significant items are covered elsewhere on the agenda and through the Balanced Scorecard sheet circulated to board members and included as an appendix here for completeness.

The Commercial Services Strategy has also been included for board oversight.

Jarlath O'Hara
Managing Director
December 2018

Appendix A – October Balanced Scorecard

Balanced Scorecard Crib Sheet

Introduction and purpose

The Union developed a balanced scorecard reporting tool during 2017/18 and has continued to make improvements to the measures and format since its introduction.

The balanced scorecard is intended to provide headline performance measures against a broad, balanced, set of criteria which are very closely matched to our strategic objectives. This provides an overall picture of performance that was missing from using management accounts and financial information alone.

The individual measures, even when taken together, will never give the full underlying detail much in the same way as high level figures from management accounts, informs on the overall picture without explaining causes. This helps management and trustees to understand overall performance as well as where further exploration and focus is advised in order to drill down to the detailed factors behind the headline measure.

General format

There are four quadrants covering Financial, Members (satisfaction), Learning & Growth (staff) and Union Processes (safety and efficiency).

Each measure shows which objective from our strategy it is measuring and has a figure for the month which is generally a cumulative, year to date figure. We also show the previous period which is generally the prior month unless we deem the relevant figure from previous year to be more useful.

Each measure then shows a % against the target that has been set for that measure. This is usually a % of where we would want to be at this point in the year though in a couple of areas we only have an annual target and therefore the % tracks our progress towards the overall target.

Financial

Income (£ var YTD) – This shows the variance to our budgeted Income for the year to date. The budget is our target and the % therefore shows how close we are to that as a % as well as the numerical variance.

October – £112,750 or 6% down on income which is roughly evenly spread across Commercial Services, Sponsorship sales and student activities. More detail in the management accounts.

Expenditure (£ var YTD) – This shows the variance to our budgeted Expenditure for the year to date. The budget is our target and the % therefore shows how close we are to that as a % as well as the numerical variance.

October - £58,863 or 4% down on expenditure which is 1/3 attributable to cost of goods sold reduction and the remainder spread across the Union. More detail in the management accounts.

Credit Control (# Days) – Aggregate number of Debtor days. This is measuring how long it takes us to get paid the money that we are owed. The target figure is 60 days and therefore the % displays the actual number compared to 60 days.

October – grown from 73 days to 97 days since last month. The majority of this is club and society sponsorship agreements which needs a push from the team now that the end of year is closed.

Sponsorship/External Income (£ var YTD) – This shows the variance to our budgeted Sponsorship and External income for the year to date. As an area identified for growth within the Strategy and a high profit margin area we pick this out specifically to monitor progress.

October – As referenced above, we are £30,669 behind income target within sponsorship. There is a concerted campaign to address this as we build up contacts and business following a year of inactivity in this area.

Members

Student Issues Represented (# RT) – This measures the running total number (#RT) of student issues supported in the year to date. This includes individual cases such as those within our advice centre as well as group issues for example those brought as campaigns or collective issues through our representation networks. The annual target is a 10% increase on the overall number recorded last year and the % tracks progress against that overall target.

October – Increase of 89 in month. On target.

CSP Membership (# Full Memberships) – total number of CSP full memberships at this point year to date. The prior period refers to the same point in the previous year and the target is a 5% increase on last year's total.

October – 4% increase on last year so not quite at the 5% target.

Disciplinary Cases Appeals (%) – This measures the % of disciplinary cases that are appealed by any party involved and is considered a satisfaction measure of our complaints procedure and handling of incidents. The target is for no more than 1 in 20 (5%) of our cases to be appealed and the % of target compares our actual % to the 5% target. *(Note that this current methodology can produce peculiar looking results and is therefore under review)*

October – one appeal from 14 cases in year to date.

Democracy - Autumn Election Turnout (%) – The % of students that voted for any position in the most recent major elections. Prior period is the same election in the prior year and the target for each election is the current record turnout for that election.

October – record breaking election turnout – huge success at 25% above previous record.

Member Training Attendance (%) – This measures the % of available training spaces actually used eg 15 people attending a session which was open to 20 would be 75%. The prior period is the prior month and the end of year target is 55%. *(The nature of our training offer with critical training happening early in the year means we expect to see very high figures early on which fade significantly as the year progresses)*

October – 69.4% down from 74% as explained above. Great start and one to monitor.

Member Training Satisfaction (# Score) – This measures the average overall satisfaction of members who attend training as a mark out of ten. Our target is to average 7.0 or above across all our training.

October – 8.4/10 is a fantastic satisfaction rating for training. Big area of strength last year and this.

Learning & Growth

Staff Role Occupancy Rate (%) – This measures the % of our staff positions that are filled by permanent or temporary staff and therefore how close we are to operating at our intended capacity. Our target is 95% - that is to say that we would have no more than 1 in 20 staff positions vacant at any given time.

October – 96% so positions are being filled. However, too high a proportion is agency / temporary staff at the moment and recruiting permanent staff is a priority.

Staff Retention Rate (12mthRT%) – This measures our staff retention rate as a running 12 month total. Our target is 80% which would mean no more than 1 in 5 (20%) of staff leave in any given year. Expressed alternatively, this would mean that staff remain for an average of five years at the Union. This does not include temporary staff or fixed term contracts which have come to an end.

October – 4 leavers in October is not ideal and feeds into the above. 72% retention is a little below our annual target.

Total Sick/Absent Days (# in per) – This measures the monthly running average of the number of sick days taken by staff. The target is an average of 24 days per month based upon external benchmarking which concludes that staff take an average of four days per year.

October – At 79.5 days, this is way outside our target. This is almost exclusively attributable to two staff members being on long term sick since August. Would otherwise be within target.

Development - A2T Training Booked (#RT) – This shows the total number of approved and filed access to training (A2T) forms so far this year. Though actually a small portion of overall development and training activities, A2Ts record our larger investments of time and money. This shows the prior figure and progress towards our annual target of two per staff member.

October – 12 in month to take to 15 year to date. Need a boost in forms in order to achieve the target – Management Team have been given a nudge to encourage these.

Union Processes

Incidents (#RT) – The total number of incidents and near misses reported in the year to date on [SALUS](#) (College and Union H&S reporting system). Having a target for growth may feel counter intuitive but an increase in awareness and reporting is generally considered positive in terms of safety management culture provided there is no reason to believe there is an actual increase in the number of incidents occurring. Our “target” therefore is 65 in the year which is 5% growth on last year.

October – 22 incident reports in year to date including 5 near misses. No major incidents.

Process and Site Inspections (#RT) - The total number of inspections (e.g. mystery shopper, health and safety checks, cash audits etc) carried out in the year to date. The annual target has been set at a very ambitious 200 (17/18 was 75) and have been spread across the organisation to cover all activities.

October – 17 inspections to date. This will require a concerted drive to meet the ambitious target.

CSP Risk Assessments Completed (RT%) – Percentage of Clubs, Societies and Projects who have completed their risk assessment documentation. Target is 100% compliance by CSPs (end of year 17/18 was 86.1%).

October – 57% to date which is in line with this time last year. Some work to be done to establish how many clubs are inactive and therefore be discounted.

Major Projects On track (#RT) – Building on the initial phase of project management work, this tracks the progress of the Union’s major initiatives, defined from the 11 areas on the 18/19 Business Plan. This process is currently subjective and manual and the responsibility of the MD. An objective from the remaining project management work in 18/19 is to ensure that this process is objective and automated for 19/20.

October – 2 of 11 deemed not to be on track. IIP action plan points are not all delivered on schedule though good progress is being made overall. The Strategic Marketing Plan has been de-prioritised as a whole with focus on individual sections until the team is fully in place.

Recurring Projects On track (#RT) - Building on the initial phase of project management work, this tracks the progress of the Union’s recurring initiatives, currently 57 significant work streams. This process is currently subjective and manual with responsibility of the MD. An objective from the remaining project management work in 18/19 is to ensure that this process is objective and automated for 19/20.

October – 3 of 57 deemed not to be on track. Senior recruitment is one of these – progress is being made with several recruitments underway. Operational Risk registers require the audit findings to be built in and ICU Crew recruitment did not meet expected targets but the overall project was delivered successfully.

<u>Key</u>	-
PM	Prior Month
PY	Prior Year
YTD	Year to Date
RT	Running Total
RA	Running Average

Balanced Scorecard - 31/10/2018

Financial					Members				
Full Year Target					Full Year/Cumulative Targets				
KPI Name	Obj.	Prior Period	Score	% of Target	KPI Name	Obj.	Prior Period	Score	% of Target
Income (£ var YTD)	YU1	PM (19,965)	(112,750)	94%	Student Issues Represented (# RT)	YS1	PM 120	209	27%
Expenditure (£ var YTD)	YU1	PM 34,295	58,863	96%	CSP Membership (# Full Memberships)	YD1	PY 22,873	23,716	99%
Credit Control (# Days)	YU1	PM 73	97	162%	Disciplinary Cases Appeals (%)	YU3	PM 20.0%	7.1%	143%
Sponsorship/External Income (£ var YTD)	YU1	PM (6,198)	(30,669)	81%	Democracy - Autumn Election Turnout (%)	FY3	PY 26.5%	33.1%	125%
					Member Training Attendance (%)	YD1	PM 74.0%	69.4%	126%
					Member Training Satisfaction (# Score)*	YD3	PM 8.3	8.4	119%
					*October figure incomplete				

Learning & Growth					Union Processes				
Full Year Target					Full Year Target				
KPI Name	Obj.	Prior Period	Score	% of Target	KPI Name	Obj.	Prior Period	Score	% of Target
Staff Role Occupancy Rate (%)	YD2	PM 97.3%	96.0%	101%	Incidents (#RT)	YU3	PM 15	22	34%
Staff Retention Rate (12mthRT%)	YU2	PM 76.3%	71.9%	90%	Process and Site Inspections (#RT)	YD2	PM 10	17	9%
Total Sick/Absent Days (# in per)	YU3	RA 36.6	79.5	331%	CSP Risk Assessments Completed (RT%)	YD3	PM 31.4%	56.9%	57%
Development - A2T Training Booked (#RT)	YU2	PM 3	15	13%	Major Projects Ontrack (#RT)	MANY	PM 10	9	82%
					Recurring Projects Ontrack (#RT)	MANY	PM 56	54	93%

Only within Projects:

FY1	Weak
YS2	strong - culture / student support strategy
YS3	strong - partnership
YV1	strong - reps
YV3	weak - impact reporting

Not measured:

FY2	change focus to supporting Advancement funding
YV2	campaigns / liberation community officers