

**Imperial College Students' Union
Finance and Risk Sub-Committee / 9 June 2021**

Minutes (29 April 2021 Finance and Risk)

1. Introduction & Attendance

Graham Parker (GP) (Chair) Kelvin Zhang (KZ)
Stephen Richardson (SR) Sam Lee (SL)
Abhijay Sood (AS)

In attendance

Tom Flynn (Managing Director) (TF)
Rob Scully (Finance Director) (RS)
Tom Newman (Head of Membership Services) (TN)
Victoria Agbontaen (Governance Officer) (VA)

2. Apologies

None.

3. Minutes of previous meeting

The minutes of the previous meeting were approved.

4. Matters arising/Forward Agenda

RS agreed to put together a letter of complaint to Crowe, outlining what has happened and why we have decided to use a new Auditor going forwards. All other actions are complete.

5. Conflict of interest declarations

None.

6. Consideration of confidential business

None.

7. March Management Accounts

JH gave an overview of the paper, stating that the Management accounts for March are reported against the stage four budget and the predicted performance in March was relatively accurate as there have not been any material changes to the operation since the budget was set.

The largest variance is venues as there were upfront costs spent to be ready for the re-opening of venues in April. RS added that there have been favourable contributions from retail as the online store has continued to be successful but noted it will be important to see what happens with online sales as the shop re-opens on campus in April.

RS stated that the organisation owes the College close to £1Million for payroll costs for a number of months. But once this is settled, the organisations cash balance will continue to be relatively healthy.

Trustees noted the position and narrative.

8. Audit Tender Update

GP acknowledged that the audit tender process has been completed and the recommendation was put forward to the Board of Trustees who approved the recommendation.

Trustees noted the update.

9. 2021/22 Budget Process

RS advised that given the level uncertainty that is expected to continue into the next financial year, he has set out the processes and principles that will be used in setting the budget for next year. This is to ensure that there are no assumptions being made in regard to the level of trading from September onwards.

RS explained that the process this year will be conservative and also include regular reviews of budget stages, which will help dealing with the levels of uncertainty as we transition out of the pandemic.

TF added that this year will involve planning prudently as we are not in the same position as we were at the start of the pandemic. Similarly, the College have shared their budgeting principles with the Union and will build on their assumptions in ours, therefore if things were to go awry, we can take the stance that we had the same set of assumptions as the College. TF explained there are detailed timelines within the phases that are still pending as we are awaiting confirmation from the College on the additional block grant figure the Union will receive.

TF highlighted that the relationship the Union has with the College has significantly improved this year, therefore we are able to have a higher level of risk tolerance for next year due to the increase in College support as long as the Union is open and honest about its finances.

- i. A question was asked by SL as to whether bars and venue hire is included in the assumptions for the future venues budget. Trustees were informed that venue hire is included in external hire as part of advertising and media sales and venues is referring to the bars and venues.

Trustees considered and approved the approach to budget setting and timeline for 2021/22.

10. Health & Safety Policies [Group Two A-J]

TN noted that there had been good feedback from the Committee and the master policy document for all H&S policies will be drafted with Sam, Ashley and Karl once the last four policies have been approved at F&R. TN added that an update on how these policies are going to be implemented will be brought to the next F&R meeting.

- i. A question was asked by GP as to what extent the policies ensure that there is implementation as this is what has caused problems in the past. Trustees were informed that an update on the implementation plan will be provided at the next finance and risk meeting to give assurance to the committee that there is a plan of execution for these policies.
- ii. A question was asked by GP whether there would be Board accountability for these policies, and it would not sit under F&R in future. Trustees were informed that the Board sub-committee structure will be discussed at the upcoming Board meeting where this will be reviewed. Operational H&S issues will be owned by Leadership,

who will then provide an overall report and update to the Board through the Leadership group.

- iii. A question was asked by KZ whether there is a need to assess the completed risk assessments as students tend to rush through them. Trustees were informed that this would be captured as part of the training arrangements to be put in place for CSP Leaders who are undertaking risk assessments for their Clubs and Societies.

Trustees approved the Union wide health and safety policies.

11. Strategic Risk Register

TF noted that as part of the risk management framework, the various lines of defence are being reviewed and the Strategic risk register is one of those lines, along with the operational risk register and internal/external audit etc. TF stated that he had outlined the principal risks on the basis of looking at the strategic plan and has requested comments/feedback to start building out the SRR.

TF added that the SRR will come to both F&R and Board in June for final sign off and will then be logged with the College's risk management system.

- i. A question was asked by GP whether expressing the three levels of defence is the best way forward. Trustees were informed that this is an extensive piece of work by the institute of internal auditors and is a common risk management framework for charities.
- ii. A question was asked by KZ as to whether a few alternatives to what other charities might be using could be provided to Trustees who have less experience on this topic. Trustees were informed that these would be circulated but they tend to be a little more basic.
- iii. A question was asked by GP as to what the timeline would be for developing the strategic risk register. Trustees were informed that feedback should be provided by 7th May and a draft will be provided to F&R. Following this, the SRR will be signed off at the June F&R meeting and then at the 23rd of June Board meeting.

Trustees noted the SRR plan.

Any Other Business

TF noted that the College undertook an internal audit a few weeks ago and there is a paper going to the May Board meeting summarising their updates and findings but so far, feedback has been incredibly positive.

TF expressed that the Union is now looking at a 'return to the office' plan for May if the restrictions continue to follow the Governments road map. TF stated that he is meeting with the College's Health and Safety Director to reconfirm the risk assessment, the set of rules for staff that are working in the building and procedure for staff if any individuals test positive for covid-19.