

**Imperial College Union
Board of Trustees / 29 Sept 2021**

Managing Director Update

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Purpose: To report on the work of the Managing Director since the last Board meeting and provide an update on upcoming projects.

To note the Managing Director objectives set as part of the PDR process undertaken by the Chair of Trustees and Union President.

1. Key Projects / Work Delivered

Alongside the work contained in the Board papers, some key projects and work I have been involved in include:

- i. Annual OT induction and objective setting: this is now largely complete and included both the Felix Editor and ICSMSU President. An update on OT objectives is included as part of the Board agenda.
- ii. Annual planning and budgeting rounds: we have now completed both. An update on both is included as part of the Board agenda.
- iii. Staff recruitment: we are now mid-way through the recruitment for our 'back-to-basics' growth. An update included as part of the Board agenda. This includes the induction for Juliette Coopey – our new Director of Marketing & Communication.
- iv. Annual measuring round & report: we have now completed the work looking at how we intend to measure our progress against our strategic plan. A paper is included as part of the Board agenda.
- v. Annual appraisals & objectives 2021/22: all SMT PDRs are now complete and we are now cascading this through the wider staff team. We will include a 'lighter touch' version for new staff to ensure they have formal objectives to measure progress against for probation confirmation.
- vi. Return to the office: we have made significant progress with our return to the office plan, which required changes to office and desk allocations. All staff are now back three days per week (with a couple of exceptions).
- vii. Board training and subcommittees: we have completed the first round of subcommittees, and conducted induction sessions for student trustees (and Dan Wagner).
- viii. Annual leave: I have taken the opportunity to finally take some annual leave.

2. Key (Short Term) Future Projects

As well as continuing to respond to the current circumstances and inevitable changes in government policy over the pandemic, some of my specific priorities over the next month(s) include:

- i. Term one delivery: we have well developed plans for the Welcome period and beyond, but there is clearly a likelihood (certainty) that we will need to respond to issues related to the pandemic and the fact there has been little activity on campus for 18 months. We have contingency plans if social distancing restrictions are re-introduced.
- ii. Staff recruitment: we have a number of further 'rounds' to complete, alongside full induction and objective setting processes. In addition to this, we have three further substantive staff structure issues to look at – the student opportunities and development team, the marketing team, and the resource we have in human resources.
- iii. Back to Basics hub: we will be launching a mini site to house our new strategy and associated change projects, making it clear to students and other stakeholders how we are transforming over the coming year. This will launch in October.
- iv. EDI strategy: once the T&F group is formalised, a schedule of meetings will be devised, and a project plan developed to get this project moving forward.
- v. Office meeting pods and Union Helpdesk: two small capital projects aligned with our long-term return to the office, working closely with estates.

3. College, Sector and other Updates

3.1 College

The College are now in the midst of their own 'return to campus' planning and implementation, and there are emerging issues regarding staff returning to South Kensington.

The new President – Professor Hugh Brady – has been announced as the new President. More details here: www.imperial.ac.uk/news/228973/professor-hugh-brady-become-next-president

The College Secretary role is currently being recruited, with Dr Malcolm Edwards acting in the interim until the permanent post is appointed.

3.2 Sector

The Freedom of Speech legislation has now been considered at committee stage within parliament, and we have met with the College to discuss the likely implications of this.

Due to our robust system already in place, the likely impact will be minimal – requiring us to publish a 'free speech code' that mirrors the College. I will provide a more comprehensive update on this verbally if required.

4. MD Objectives 2021/22

The annual PDR for the Managing Director was undertaken by the outgoing President and current Chair of the Board in July 2021, which started the cascade of the process through the wider staff team. The objectives have been further refined with input from the current President. As well as 'overall delivery of the Union's strategy', seven areas have been identified for particular focus this academic year.

Objective Description	Example Actions Required	Strategic Alignment and Relevant KPIs
Deliver the staff growth set out in the Back to Basics plan as agreed by Board.	<p>Design and agree a staged recruitment timeline for the various roles that takes into account a requirement for specific individuals to be part of specific posts.</p> <p>Implement formal 'recruitment drive' in consultation with a specialist EDI agency and the College.</p> <p>Coordinate a range of standardised induction sessions for new staff, focussed on our new strategy, operating model, and associated KPIs.</p>	<p>Great people and culture</p> <p>% of all staff would positively recommend ICU as a place to work</p> <p>% staff retention rate within the Union</p>
Formalise and develop the Union's Line Management Team (LMT) into a coherent and effective group of staff.	<p>Recruit and induct high quality individuals into the new LMT posts within the agreed back to basics staffing structure.</p> <p>Develop a formal Line Management Team, with an associated programme of meetings, workshops and other activities.</p> <p>Ensure all SMT members have bespoke actions plans with respect to their different LMT reports, which reflects both the difference in role and working style of each individual.</p> <p>Utilise the annual staff engagement survey to measure the impact of this development and build team-based action plans on the basis of the data.</p>	<p>Great people and culture</p> <p>As above</p> <p>% agree 'I trust and respect my manger'</p>
Develop the staff culture and performance in line with the vision statement set out in our strategic plan.	<p>Plan and manage the 'return to the office' and associated physical layout changes to our space as we recover from the impact of social distancing and the pandemic. Respond to any further changes.</p> <p>Ensure the development and secure sign off at Board (in September 2021) for the 'people and culture plan' as part of the strategic review agreed in 2020/21.</p>	<p>Great people and culture</p> <p>All relevant questions in the Staff Engagement Survey</p>

	<p>Adapt the Employee Engagement Survey to include questions directly related to the measures set out in our balanced scorecard / KPIs.</p> <p>Plan and lead a range of staff development days for the entire organisation that align with key dates in the Union's calendar.</p>	
<p>Develop a comprehensive organisation-wide EDI strategy, action plan and annual EDI report.</p>	<p>Convene a task and finish group (with mixed staff and trustee membership) to develop a clear scope and external tender for the development of our new EDI strategy – for approval at Board in May 2022.</p> <p>Develop an action plan based on the strategy that covers all areas of the Union's work, with clear tangible improvement projects folded into the wider back to basics communication campaign.</p> <p>As part of the annual measuring round, develop and produce an annual EDI report that tracks our performance against key targets set within the EDI strategy.</p>	<p>To challenge and reduce inequalities affecting students</p> <p>Great people and culture</p> <p>% underrepresented students (to be defined) participating in key Union activities and leadership roles</p> <p>% overall positive score in the equality, diversity and inclusion theme in the staff engagement survey</p> <p>Relevant pay gap reporting</p>
<p>Develop and deploy the annual measuring round policy and plan.</p>	<p>Develop and agree the policy for our annual measuring round, setting out a formal approach to surveys and other data capture techniques required.</p> <p>Plan and undertake a 'baseline evidence collection' exercise with relevant staff where possible, using the data for our 2020/21 annual report.</p> <p>Make associated changes to current surveys including the Student Experience Survey and Employee Engagement Survey to align with the KPIs set out in our strategy.</p> <p>Lead the development of other surveys as identified in the annual measuring round policy.</p>	<p>Comprehensive research, evidence and insight</p>
<p>Support the Sabbatical Officers (OTs, ICSMSU, Felix) to be effective in role with a formal</p>	<p>Facilitate a formal objective-setting process in 2021 for all OTs, with regular progress meetings and formal reports to the Board and Union Council. These should be aligned closely with the objectives.</p>	<p>Great people and culture</p>

<p>induction and objective setting process.</p>	<p>Put a formal personal and professional development framework in place for all sabbatical officers, with monthly meetings to discuss and reflect on core competencies.</p> <p>Ensure the development of the wider student representation team to provide more support for the DPW and DPE roles.</p>	<p>Empower students to change the world around them</p> <p>No. of positive changes made by OTs within the College</p>
<p>Continue to strengthen our relationship with key stakeholders (particularly the College).</p>	<p>Develop the Stakeholder Map (in conjunction with the Union President), assigning relevant Union staff / OTs as leads for engagement with key College staff.</p> <p>Secure approval of the new Partnership Agreement and Code of Practice via the College's governance structures.</p> <p>Develop the remaining Service Level Agreements as set out in the Partnership Agreement, in collaboration with the College.</p> <p>Engage with the College's new Operations Committee to ensure the Union's services are considered in any College policies or projects.</p> <p>Organise a range of opportunities for Union staff and OTs to engage with the wider sector, including conferences, events and specific activities with other Unions.</p>	<p>A constructive relationship with the College at all levels.</p> <p>% of key College stakeholders agree the statement "the Union is well run and effective"</p> <p>A regularly updated Partnership Agreement with the College, alongside a range of operational SLAs.</p>