

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

Sabbatical Officer Update & Objectives

Name / Role: Dr Lloyd T. James – Union President

1. Context

Sabbatical Officers are elected on an annual basis by students at Imperial College to represent them and work for their interests. We often describe the role in terms of the ‘many hats’ that they wear, namely:

- i. Activist: working to make change that an Officer feels is important, based on an individual’s preference.
- ii. Representative: working to make change that students have clearly prioritised, either through a democratic mandate or alternative political structures.
- iii. Staff: working to deliver key projects alongside other Union staff members, including both ‘business as usual’ and ‘developmental’ activities.
- iv. Trustee (for OTs): acting as a member of the Board, and part of the team ultimately responsible for everything that the Union does.

It is therefore crucial that each Sabbatical Officer has a clearly defined set of agreed objectives on an annual basis. This will ensure accountability to the latter of these three ‘hats’ and will help ensure a successful year.

This year, we have broadened the scope of objective setting to include not just the Officer Trustees, but also the Felix Editor and the Constituent Union Presidents (on a voluntary basis, with 3/4 CU Presidents submitting objectives).

2. Summary of Objectives

Officer	Objectives
Lloyd (Pres)	<ol style="list-style-type: none"> 1. Reviewing our offer to Postgraduates 2. Reviewing our democratic structures 3. Understanding community development 4. Supporting Constituent Unions 5. Developing a coherent lobbying agenda for Campus Services & Estates
India (DPCS)	<ol style="list-style-type: none"> 1. CSP Training 2. CSP Systems and Processes 3. Imperial Athletes 4. Communication – Response Times 5. Student representation around spaces
Nathalie (DPW)	<ol style="list-style-type: none"> 1. Post-pandemic reintegration of the Imperial community 2. CSP culture review 3. Improve safeguarding and disciplinary procedures for sexual misconduct cases 4. Wellbeing Representation Network review 5. Developing the Union’s EDI Strategy
Sam (DPFS)	<ol style="list-style-type: none"> 1. Union sustainability 2. Developing a coherent lobbying agenda for Campus Services & Estates 3. CSP Systems and Processes 4. Commercial Review

	5. Services and Sustainability Board
Daniel (DPE)	<ol style="list-style-type: none"> 1. Work closely with academic/departmental reps to ensure the departments are actively addressing the issues/feedbacks raised in the NSS responses 2. Providing support on development training for academic reps and foster cross-departmental interaction 3. Conduct a full review of the Mums and Dads scheme
Sam (Felix)	<ol style="list-style-type: none"> 1. Podcast 2. Recruitment of regular writers and future section editors 3. Build back better 4. Improve website use and interactions
Sam (ICSMSU)	<ol style="list-style-type: none"> 1. Documenting & Codifying SU operations 2. Lobbying faculty to diversify the curriculum + working alongside the BMA charter working group to address on-going racial harassment within the school of medicine 3. Reynolds Refurbishment 4. Mental Health Provision & Self-help
Hayley (CGCU)	<ol style="list-style-type: none"> 1. Interdepartmental relations 2. Support and enable volunteers 3. Connect current students with alumni and traditions 4. Empower the women of the Engineering faculty
Jasmine (RSMU)	<ol style="list-style-type: none"> 1. RSMU member participation and engagement 2. Encourage Postgraduate participation 3. Arrange 2 Bottle Match varsities 4. Support the RSMU Committee and internal societies

Detailed objective descriptions for the Officer Trustees may be found in the following pages.

President – Lloyd James

1. Reviewing our Offer to Postgraduates

Objective description	Postgraduate students have long been under-engaged with the Union and under-provided for by the Union. This year, we will complete a review of our broad offer to PGs. This includes a review of our PG representation structures through the 'GSU Review', as well as the development of a broader PG Engagement Action Plan which seeks to identify how we can better engage PGs through each area of our provision.
How does the objective align with our strategy?	Aim 3 – creating active & inclusive PG community Aim 5 – challenge and reduce inequalities affecting PG students Enabler 3 – strong democracy on the PG side
Who is the staff lead?	Tom Newman
Who are the other key team members?	Cat Turhan, Daniel Lo, Nathalie Podder
Who are the key stakeholders?	PG Students, Graduate School
When is the work expected to be completed?	GSU Review end of November, PG Engagement Action Plan end of March
Is there any governance (i.e. formal signoff) required? What is the target date?	Council & Board signoff for changes to structures (end of Nov)
Is there any additional specific resource required?	N/A

2. Reviewing our Democratic Structures

Objective description	It has been a number of years since a meaningful review of our democratic structures, including Council + subcommittees, has been undertaken. Following on from a Governance Review last year (which focussed on Board-level) I will lead a Democracy review focussing on these issues. This will include consideration of the composition of Council and how the membership is determined.
How does the objective align with our strategy?	Enabler 3 – effective governance and strong democracy
Who is the staff lead?	Tom Newman
Who are the other key team members?	Cat Turhan, Michaela Flegrova (Council Chair)
Who are the key stakeholders?	All students, senior volunteers

When is the work expected to be completed?	End of March
Is there any governance (i.e. formal signoff) required? What is the target date?	Council & Board signoff for changes in advance of Leadership elections
Is there any additional specific resource required?	N/A

3. Understanding Community Development

Objective description	Coming out of the pandemic, it is essential that we support CSPs, reps and departments in rekindling student communities, as well as fostering this sense of community directly through our events and spaces. In order to do this well, we will undertake a comprehensive piece of research to understand what factors contribute to a sense of student community, and publish an action plan detailing areas where we believe we can support this.
How does the objective align with our strategy?	Aim 3 – strengthen and create active and inclusive students communities Enabler 6 – comprehensive research, evidence and insight
Who is the staff lead?	Tom Newman
Who are the other key team members?	Nathalie Podder, India Marsden, Connor Walford
Who are the key stakeholders?	All students, CSP & CU/MG volunteers, reps
When is the work expected to be completed?	End of January
Is there any governance (i.e. formal signoff) required? What is the target date?	N/A
Is there any additional specific resource required?	N/A

4. Supporting Constituent Unions

Objective description	Constituent Unions are an integral part of Imperial College Union. They hold a broad range of responsibilities including representation, wellbeing, CSP management, and direct event provision, but historically do not receive much support from ICU. This year I will review the support that we offer, in terms of training,
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	staff time, relationships with OTs and ICU staff, and other forms of support.
How does the objective align with our strategy?	Better supporting Constituent Unions assists in delivering all of our aims.
Who is the staff lead?	Tom Newman
Who are the other key team members?	Nathalie Podder, India Marsden, Connar Walford
Who are the key stakeholders?	All students, CSP & CU volunteers, reps
When is the work expected to be completed?	End of May
Is there any governance (i.e. formal signoff) required? What is the target date?	N/A
Is there any additional specific resource required?	N/A

5. Developing a coherent lobbying agenda for Campus Services & Estates

Objective description	<p>Campus Services and Estates are crucial parts of the student experience at Imperial. We should be lobbying to be involved in key strategic decisions around these areas, to ensure students get the best experience during their time at Imperial.</p> <p>The President will lead on lobbying the Estates department, and the DPFS will lead on lobbying the Campus Services team. Due to the nature of the relationships we both hold, it doesn't make sense to split the work more than how it is being lead as we each hold different relationships with key stakeholders.</p>
How does the objective align with our strategy?	A constructive relationship with the College and wider sector
Who is the staff lead?	Sam Lee (Joint Objective Holder)
Who are the other key team members?	Tom Flynn, Rob Scully, India Marsden
Who are the key stakeholders?	Estates team, Campus Services team
When is the work expected to be completed?	This is likely to be something that will take multiple years to show the College that we should be involved in these discussions, and will make a project for the DPFS/President to span multiple years.
Is there any governance (i.e. formal signoff) required? What is the target date?	No formal sign off required

Deputy President (Clubs & Societies) – India Marsden

1. CSP Training

Objective description	Reform the training offer we have for CSPs in order to make it more targeted, accessible and useful. This might be done by changing delivery methods, the materials offered and/or when it is offered.
How does the objective align with our strategy?	It assists with the facilitation of personal and professional development of students as it improves the support of their skill development when they are volunteering in CSPs. It will also strengthen our student communities, by ensure they are lead with confidence and knowledge.
Who is the staff lead?	Connar Walford
Who are the other key team members?	Student Opportunities and Development Coordinators
Who are the key stakeholders?	Students in Committee positions and those engaged with club and society activity.
When is the work expected to be completed?	It is too tight to reform training for the start of Autumn Term but depending on the approach chosen, we may be able to begin rolling out new styles of training pages in November/December. A full new training program should be in place to train 22/23 committees in June 2022.
Is there any governance (i.e. formal signoff) required? What is the target date?	No formal sign off required
Is there any additional specific resource required?	Potentially systems, depending on the outcome

2. CSP Systems and Processes

Objective description	Review the systems we use for CSP process such as Budgeting, Risk Assessments, Event Budgets and Sponsorship approval. We need to ensure that they are fit for purpose and as accessible to students as possible. The two biggest tasks are budgeting and processes surrounding events. This is a joint objective held between DPCS and DPFS, and it makes the most sense for DPFS to take charge of the Budgeting process, and DPCS to take charge of the event processes. Any other systems included in the review will be jointly allocated as appropriate.
How does the objective align with our strategy?	This relates strongly to the enabler “Integrated and innovative technology”, ensure that our systems are best placed to support our operation.
Who is the staff lead?	Ashley Cory
Who are the other key team members?	Sam Lee (Joint Objective Holder), Connar Walford
Who are the key stakeholders?	CSP Committees, Student Opportunities and Development Team, Systems Team

When is the work expected to be completed?	This is a long process, and different sections will be completed at different time. I expect the new core items will be in place by the end of the final term at the latest.
Is there any governance (i.e. formal signoff) required? What is the target date?	If the budgeting process is changed, this will require CSPB and perhaps Council approval. Changing the Risk Assessment process will require approval from Finance, Audit and Risk.
Is there any additional specific resource required?	Depending on decisions made, this may generate work for the systems team.

3. Imperial Athletes

Objective description	Ensure Imperial Athletes continues to benefit sports clubs and the students involved with them. Communicate the benefits to the wider student body.
How does the objective align with our strategy?	Working on our sports offering will strengthen the student communities they create, and doing this work around Imperial Athletes helps ensure that we have the infrastructure and resources to do this most efficiently.
Who is the staff lead?	Connar Walford
Who are the other key team members?	Move Imperial Team
Who are the key stakeholders?	Committees and Members of Sports Clubs. Sports Board of College. Sports Exec
When is the work expected to be completed?	This will be an ongoing communication exercise over the entire year. This will be Imperial Athletes first full year where activity can occur, so we will be observing what works and what doesn't and making changes from there. Ideally, they will be in a more established and beneficial position by the end of the academic year.
Is there any governance (i.e. formal signoff) required? What is the target date?	Most of the Imperial Athletes governance has already been approved, but if significant changes are made this will need to be reapproved by council.
Is there any additional specific resource required?	Potential work with Felix

4. Communication - Response Times

Objective description	Assess the way we communicate with societies and their committees, through reflecting on the best ways to reach students (alternatives to email). Also included would be discussing best tactics to ensure that student queries are responded to appropriately and are directly to the correct person as much as possible. This may include the potential introduction of new systems to help us do this.
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How does the objective align with our strategy?	Ensuring we have engaging communication is one of our enablers.
Who is the staff lead?	Connar Walford/Ashley Cory
Who are the other key team members?	Student Opportunities and Development Team
Who are the key stakeholders?	Committees and Club members
When is the work expected to be completed?	I would anticipate smaller changes to be made by the end of term 1, but if a large systems change is considered, this is unlikely to be complete until Term 3.
Is there any governance (i.e. formal signoff) required? What is the target date?	There shouldn't be any formal sign off unless a large expenditure is required for an off the shelf system.
Is there any additional specific resource required?	Depending on the outcome of discussions, Systems resource may be required.

5. Student Representation around Spaces

Objective description	Following the space review just carried out, I aim to review how the spaces are managed, regarding CSPs taking responsibility for the spaces they use and working with others.
How does the objective align with our strategy?	Managing the space resource, we have appropriately ensured that students get the best possible experience out of our clubs. It also ensures that safe conditions are maintained, and equipment is more likely to be stored correctly.
Who is the staff lead?	Tom Newman
Who are the other key team members?	Student Opportunities and Development team, CU/MG Chairs
Who are the key stakeholders?	All committee members, CHUG
When is the work expected to be completed?	Potentially gradual role of new structure depending on the approach decided on. Aim to have something in place by the end of term 2.
Is there any governance (i.e. formal signoff) required? What is the target date?	None expected at this point.
Is there any additional specific resource required?	No

Deputy President (Welfare) – Nathalie Podder

1. Post-Pandemic Reintegration of the Imperial Community

Objective description	<p>The purpose of this project will be to re-integrate the Imperial community after a year spent in isolation due to the COVID-19 pandemic, whilst also supporting the safety and wellbeing of students as they return to socials and nights out.</p> <p>This will be done by laying the foundations for a peer support network, creating a Safe Night Out campaign, actively supporting the LCOs in their projects and campaigns, meeting with faculty welfare reps on a fortnightly basis, and meeting with one departmental welfare rep per week.</p>
What is the positive impact for students?	<p>Focusing on this objective will lead to a more wholesome and supportive learning environment, which will improve the mental health and wellbeing of students during their time at Imperial. It will also help to mitigate the potential risks surrounding students as they re-enter our venues and interact with their peers in CSPs socials and nights out by increasing the awareness and education on consent and safeguarding resources that are both internal and external to the College.</p> <p>In summary, this objective will support and enhance the wellbeing of students, strengthen and help create inclusive student communities and enable students to have fun.</p>
Who is the staff lead?	Cat Turhan, Lloyd James
Who are the key stakeholders?	Department welfare representatives, faculty welfare representatives,
When is the work expected to be completed?	<p>The Safe Night Out Campaign will be delivered in conjunction with Welcome Week.</p> <p>Time spent on assisting LCOs with their community projects will vary, but there are currently already plans to provide free pronoun badges during Welcome.</p> <p>The peer support network may take longer than one full academic year to complete. The aim of this year will be to do the lobbying and negotiating that is necessary in getting adequate training in place for volunteers and facilitators. The aim is to have an action plan completed by the end of Term 1, which can then be presented to College and governing bodies in Term 2, followed by the implementation of its infrastructure in Term 3.</p>
Is there any governance (i.e. formal signoff) required? What is the target date?	Management Committee will sign off on the Safe Night Out Campaign's planned events. Key projects being led by the Liberation and Community Officers will be signed off by the Community and Welfare Board and Union Council. The peer support network will have to receive approval from ESOG Student Experience as well as CWB, Union Council, and the Board of Trustees.
Is there any additional specific resource required?	A budget for promotional materials is needed for the Safe Night Out Campaign. Research will need to be conducted on what training and other resources will be needed to lay the foundations of the peer support network. It may also be useful to seek a consultant's advice about community building on both large and small scales.

2. CSP Culture Review

Objective description	This project will involve investigating barriers to welfare and inclusivity in our Clubs, Societies and Projects (CSPs) by surveying current committee members and running focus groups. Initial aims will include investigating the degree of awareness around consent, safe drinking practices, and the level of inclusivity towards all Imperial College students from all backgrounds. New aims and objectives may also be added in line with this process. Once the surveying is complete, recommendations will be made in collaboration with the MG Chairs, LCOs, and DPCS on how to improve these areas.
What is the positive impact for students?	It is worth investigating these issues to find out how many students are being negatively impacted. Once we know the scope of these issues, we can put a plan of action to help combat them, thereby improving welfare and student experience in the Union. In essence, this objective will strengthen and help create active and inclusive student communities, challenge and reduce inequalities affecting students, and support and enhance the wellbeing of students.
Who is the staff lead?	Cat Turhan, Tom Newman
Who are the key stakeholders?	CSP Committee Members, MG Chairs, Liberation and Community Officers
When is the work expected to be completed?	Surveys of committee members will be completed by the end of Term 1. Focus groups will be completed by the beginning of Term 2. An action plan will be completed by the middle of Term 2 (late February). Implementation of the Action Plan will begin by the end of term 2 (early March).
Is there any governance (i.e. formal signoff) required? What is the target date?	The Project Plan for surveys and focus groups will be signed off by Management Committee. The project plan for focus groups will also be signed off by the CSP Board, Community and Welfare Board and Union Council. The Action Plan will be signed off by the CSP Board, Community and Welfare Board, Union Council, and the Board of Trustees. Backing will also be received from the DPCS throughout this process.
Is there any additional specific resource required?	A budget will be needed for incentives to run surveys and focus groups.

3. Improve Safeguarding and Disciplinary Procedures for Sexual Misconduct Cases

Objective description	The aim of this objective will be to increase awareness and education on consent, increase accessibility and safeguarding around reporting in the College and Union, and reform the disciplinary procedures in the College and the Union. Active bystander training will be given to Union bar staff, CSP committee members, wellbeing representatives, and hall seniors. A working group will be set up for ICU, College Staff, and Imperial College students to keep the College accountable for its changes. After analysing the results of the sexual misconduct survey that was sent out by the previous DPW, a set of recommendations for best
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	practice will be made for the College and the Union. A review will be done of both the Union's and College's Disciplinary procedure, with policy changes and proposals presented accordingly.
What is the positive impact for students?	By analysing the survey on student experiences, we will be able to have a more representative figure on the prevalence of sexual harassment and violence that is experienced by students at Imperial. Following this, by putting into place an informed set of best practice guidelines for disciplinary and safeguarding procedures, students are likely to feel safer and more confident in coming forward and asking for support. Finally, a reformation of disciplinary procedures will lead to the transformation from a punitive process to one that prioritises the safety and wellbeing of students at Imperial College. In summary, these measures will help to support and enhance the wellbeing of students.
Who is the staff lead?	Cat Turhan, Lloyd James, Tom Flynn, Tom Newman
Who are the key stakeholders?	All Imperial College students will be affected. Key collaborators will include SVLOs, ICUsToo, faculty and departmental welfare reps, and Richard Martin.
When is the work expected to be completed?	It is essential to have some initial safeguarding measures put in place before Welcome Week; this will include active bystander training for hall seniors, bar staff, CSP committee members, and departmental and faculty reps. After that, the results of the sexual misconduct survey will be analysed and published in the beginning of Term 1. The working group is already in the process of being formed and is likely to have its first meeting before Welcome Week. The revision of the Union's disciplinary and safeguarding policies will take place over the duration of Term 1. Best practice guidelines for College's procedures will be presented by the end of Term 1. The working group will then continue to meet regularly on a weekly to fortnightly basis.
Is there any governance (i.e. formal signoff) required? What is the target date?	The results of the survey, recommended policy changes and best practice guidelines will be presented to the Community and Welfare Board, Union Council, the Board of Trustees, ESOG Student Experience and College Council.
Is there any additional specific resource required?	A budget of ~£500 will be needed to implement active bystander training.

4. Welfare Representation Network Review

Objective description	A review of the wellbeing representation network will be done to assess the effectiveness of the current structure in representing the student voice, the effectiveness of training that is provided to wellbeing reps, and barriers to the safeguarding of wellbeing reps. This will be done by surveying and doing focus groups with faculty reps, departmental reps, and year reps on their experiences in the wellbeing representation network. Following these surveys and focus groups, a set of recommendations will be made on how to
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	<p>approach structure, safeguarding, and training in the wellbeing representation network.</p> <p>The aim of this project will be to improve the structure of the wellbeing representation network and identify and address barriers in effective representation and safeguarding</p>
What is the positive impact for students?	<p>By analysing the survey on the experiences of wellbeing reps, we will be able to have a better understanding of the type of structure that would work best for the wellbeing representation network, what kind of additional support and training they are needing, and the type of safeguarding that we need to implement. Once these changes are made, a more effective system will be put into place which will aid the collective student voice in raising wellbeing concerns to the College, whilst supporting the wellbeing of representatives.</p> <p>Essentially, this project will help to support and enhance the wellbeing of students and empower students to change the world around them.</p>
Who is the staff lead?	Cat Turhan
Who are the key stakeholders?	Departmental, Faculty, and Year Wellbeing Reps.
When is the work expected to be completed?	The recommendations for structure, training and safeguarding will be published by the end of Term 2.
Is there any governance (i.e. formal signoff) required? What is the target date?	The format of the surveys and focus groups will be signed off by the management committee. The recommended changes to structure, training and safeguarding will be signed off by the CWB, Union Council, and Board of Trustees.
Is there any additional specific resource required?	A budget will be needed to provide initiatives for participation in the surveys and focus groups.

5. Developing the Union's EDI Strategy

Objective description	<p>An official EDI Strategy will be developed in line with the Union's value to be inclusive in everything we do, and to further its aim to strengthen and help create active and inclusive student communities. This will be done by gathering data to determine the scope of the project, publishing a tender document outlining the desired outcomes of the strategy, and the hiring of an external consultant to lead the project.</p> <p>The aim of this strategy will be to identify our weaknesses in equality, diversity and inclusion (EDI) as an organisation, establish our aims and priorities for both student and staff-facing EDI, and recruit professional expertise that will aid in creating a roadmap for realising our values around inclusion in the Union.</p>
What is the positive impact for students?	Implementing this strategy will identify where our weaknesses are and establish our institutional aims in widening the access and

	<p>participation of disadvantaged groups. It will identify resources and enablers that will aid the realisation of these aims and lay the groundwork for an action plan that will help us to accomplish these aims in a meaningful and timely manner. Finally, it will put into place key performance indicators that will measure the impact of the implementation of this strategy on diversity and inclusion in the Union.</p> <p>As a result, this project will strengthen and help create active and inclusive student communities and challenge and reduce the inequalities affecting students.</p>
Who is the staff lead?	Tom Flynn
Who are the key stakeholders?	BME, Disabilities, LGBTQ+, Working Class, Gender Equality, International, Interfaith, and Mental Health Networks; ICU Staff
When is the work expected to be completed?	A tender document will be published in Term 1, followed by the recruitment of an external EDI consultant by the end of Term 1. The EDI strategy will be written and finalised by the end of Term 2. It will be sent to the Board of Trustees for approval in Term 3.
Is there any governance (i.e. formal signoff) required? What is the target date?	The tender document will be approved by the EDI Strategy Group and the Management Committee. The final strategy will be signed off by the Board of Trustees.
Is there any additional specific resource required?	A budget of £10,000 has been allocated for an EDI consultant.

Deputy President (Finance & Services) – Sam Lee

1. Union Sustainability

Objective description	<p>There have been increasing papers at Union Council which focus on sustainability and ethics within the Union and the College. A piece of work was started last year to look at CSP sponsorships and ethical principles behind who we allow and don't allow sponsorships from, this is still in early stages but the Union needs a unified approach to these questions all across the organisation (CSPs/LCNs/External Hires) and we will create this in the form of papers and policies.</p> <p>We also need to look at an internal approach to sustainability within all the departments of the Union and how we can be a more sustainable organisation.</p>
How does the objective align with our strategy?	Sustainable Resources & Infrastructure Comprehensive research, evidence & insight
Who is the staff lead?	Cat Turhan
Who are the other key team members?	Lloyd James, Nathalie Podder

Who are the key stakeholders?	Ethics & Environment Network, CSPB, Divest Imperial, Positive Investment Imperial
When is the work expected to be completed?	This will be an ongoing project over numerous years, with a policy taken to Council in 2 nd term.
Is there any governance (i.e. formal signoff) required? What is the target date?	Management Committee/ Finance, Audit & Risk Committee approval of Union's SRI

2. Developing a coherent lobbying agenda for Campus Services & Estates

Objective description	<p>Campus Services and Estates are crucial parts of the student experience at Imperial. We should be lobbying to be involved in key strategic decisions around these areas, to ensure students get the best experience during their time at Imperial.</p> <p>The President will lead on lobbying the Estates department, and the DPFS will lead on lobbying the Campus Services team. Due to the nature of the relationships we both hold, it doesn't make sense to split the work more than how it is being lead as we each hold different relationships with key stakeholders.</p>
How does the objective align with our strategy?	A constructive relationship with the College and wider sector
Who is the staff lead?	Lloyd James (Joint Objective Holder)
Who are the other key team members?	Tom Flynn, Rob Scully, India Marsden
Who are the key stakeholders?	Estates team, Campus Services team
When is the work expected to be completed?	This is likely to be something that will take multiple years to show the College that we should be involved in these discussions, and will make a project for the DPFS/President to span multiple years.

3. CSP Systems and Processes

Objective description	<p>Review the systems we use for CSP processes such as Budgeting, Risk Assessments, Event Budgets and Sponsorship approval. We need to ensure that they are fit for purpose and as accessible to students as possible. The two biggest tasks are budgeting and processes surrounding events. This is a joint objective held between DPCS and DPFS, and it makes the most sense for DPFS to take charge of the Budgeting process, and DPCS to take charge of the event processes. Any other systems included in the review will be jointly allocated as appropriate. This objective will also include reviewing the processes involved, if necessary.</p>
How does the objective align with our strategy?	This relates strongly to the enabler "Integrated and innovative technology", ensure that our systems are best placed to support our operation.
Who is the staff lead?	Ashley Cory

Who are the other key team members?	India Marsden (Joint Objective Holder), Connor Walford
Who are the key stakeholders?	CSP Committees, Student Opportunities and Development Team, Systems Team
When is the work expected to be completed?	This is a long process, and different sections will be completed at different times. We expect the new core items will be in place by the end of the final term at the latest.
Is there any governance (i.e. formal signoff) required? What is the target date?	If the budgeting process is changed, this will require CSPB and perhaps Council approval. Changing the Risk Assessment process will require approval from Finance, Audit and Risk.
Is there any additional specific resource required?	Depending on decisions made, this may generate work for the systems team, or we may need to look at external support to work on these issues.

4. Commercial Review

Objective description	In the last academic year, the Board of Trustees instigated 5 reviews within the Union. One of the reviews was a Commercial Review, which was supposed to look at the offering we provided to students and ensure that offering is student-focussed. This project is still in an early stage and I want to focus on bringing our services back to basics and providing the events and services students want.
How does the objective align with our strategy?	Our venues primary focus is to enable students to have fun, and to build active and inclusive student communities.
Who is the staff lead?	Rob Scully
Who are the other key team members?	Kay Counter, India Marsden, Florence Vincendeau, Glen Whitcroft
Who are the key stakeholders?	Student users of our bars, casual (student) staff
When is the work expected to be completed?	Early 2022
Is there any governance (i.e. formal signoff) required? What is the target date?	Board approval of the new strategic commercial plan (Early 2022)

5. Services & Sustainability Board

Objective description	<p>The Services & Sustainability Board (SSB) is a sub-committee of Union Council who are responsible for policy relating to internal sustainability, and for advising the DPFS on challenging the College on matters of sustainability. It is also where students input on our venues, shop, and facilities and can pass policy relating to these areas.</p> <p>It is currently not utilised effectively, and I want to ground SSB with an annual calendar of business and a full suite of policies for them</p>
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	to take ownership of. I also want to expand the remit slightly and introduce a sub-committee of SSB who will be responsible for the creative direction of events in the Union, and ensuring the events we run are student focused.
How does the objective align with our strategy?	SSB aligns to our strategy in a number of ways, it should be crucial for our 'Comprehensive research, evidence and insight' and ensure that we are democratic in our approach to these areas and that we enable students to have fun. It is also core to ensuring we have sustainable resources and infrastructure.
Who is the staff lead?	Cat Turhan
Who are the other key team members?	
Who are the key stakeholders?	SSB members, casual staff, Ethics & Environment network
When is the work expected to be completed?	We will have a calendar of business for the year in time for the first SSB of the academic year, and will build the policy list throughout the year.

Deputy President (Education) – Daniel Lo

1. Work closely with academic/departmental reps to ensure the departments are actively addressing the issues/feedbacks raised in the NSS responses

Objective description	<p>Overview: NSS is an annual survey measuring final year student's satisfaction of their course/the College/ICU. Each departmental reps need to provide at least 3 recommendations for their respective departments according to the NSS data. DPE will work closely with the faculty reps to provide support so the faculty reps can effectively support the dept reps in departmental meetings when they present their NSS recommendations to the College staff.</p> <p>DPE analyse NSS data DPE read NSS comments DPE share simplified data with dep reps DPE support academic and wellbeing reps while DPW is away DPE as first point of communication and liaise with reps to ensure they submit their work on time DPE contact faculty reps to see how they support the dep reps</p>
How does the objective align with our strategy?	<p>To improve the academic and educational experience of students</p> <p>To support and enhance the wellbeing of students To empower students to change the world around them To challenge and reduce inequalities affecting students</p>
Who is the staff lead?	CT
Who are the other key team members?	DPE, DPW, CT, HS, Pres, Academic reps
Who are the key stakeholders?	Faculty and departmental academic reps, Departments, College, ICU

When is the work expected to be completed?	10/9 (Fri) submit the NSS response DPE will monitor throughout the year
Is there any governance (i.e. formal signoff) required? What is the target date?	Must submit to provost board two weeks before the meeting so 10/9 will be the hard deadline
Is there any additional specific resource required?	N/A

2. Providing support on development training for academic reps and foster cross-departmental interaction

Objective description	<p>Overview: ICU organises trainings for all the faculty, dept reps before the term starts. Once the year reps are elected in late October, ICU organises a separate training session for the year reps in a larger scale. DPE will generate ideas for the training materials while the ICU staff help with designing the slides and lead a few presentations if needed. We will provide networking opportunities between the faculty rep and dep rep, as well as the dep rep and their year rep in their department.</p> <p>DPE organise rep training for academic dep reps and year reps CT and HS help DPE to design materials for the rep training Rep training delivered by DPE, DPW, CT and HS HS send out calendar invite and admin support CT and HS provide advice/recommendations for the items that DPE wishes to include DPE, Faculty and dep reps networking DPE and ICU support academic reps throughout the year after the training</p>
How does the objective align with our strategy?	<p>To strengthen and help create active and inclusive student communities</p> <p>To empower students to change the world around them</p>
Who is the staff lead?	CT and HS
Who are the other key team members?	CT, HS, Pres, (sharing only), TN, DPE
Who are the key stakeholders?	All academic reps
When is the work expected to be completed?	<p>21/9 Faculty academic rep training</p> <p>21/9 Departmental academic rep training</p> <p>Mid-Nov Year academic rep training</p>
Is there any governance (i.e. formal signoff) required? What is the target date?	Not that I am aware of. Not officially documented meeting and it will be less formal and more interactive
Is there any additional specific resource required?	Lecture hall booking for the Nov training

3. Conduct a full review of the Mums and Dads scheme to investigate what the right course of action is

Objective description	<p>Overview: A personal project developed by the DPE to expand the mums and dads scheme across all departments. DPE thinks that the m&d scheme should expand to Y2 since they don't have much university experience and rebuild the student community. DPE wishes to run through in a single department as a trial. DPE awares that some dept societies have previously organised m&d and I would like to centralise them. It partially matches with DPW's objectives too so it's good to have DPW's involvement too. A more detailed project proposal will be drafted in a separate document.</p> <p>DPE draft a proposal for Pres and TN to approve in MC Lead by DPE but DPW, DPCS can involve as well HS might need to help with matching the students or help the dept reps to do so</p>
How does the objective align with our strategy?	<p>To enable students to have fun To facilitate the personal and professional development of students</p>
Who is the staff lead?	CT, maybe TN as well
Who are the other key team members?	TN, CT, HS, DPW, DPCS (if involve dept socs)
Who are the key stakeholders?	All students who signed up for the scheme, ICU
When is the work expected to be completed?	Before the Christmas break so it can be launched in term 2. Would be ideal to work in several departments before the term starts
Is there any governance (i.e. formal signoff) required? What is the target date?	Yes, if funding is required but DPE hope that the scheme should be voluntary. Need to be approved by the management committee
Is there any additional specific resource required?	Promotion from student dept reps