

**Imperial College Union  
Board of Trustees / 28 September 2022**

**Sabbatical Officer Update & Objectives**

Author: Hayley Wong (Union President)  
Action: To note

### 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. As with last year, we are including not just the Officer Trustees, but also the Felix Editor and the ICSMSU President (‘sabbatical officers’) in the summary of annual objectives below.

### 2. Summary of Objectives

Officer	Objectives
Hayley (Pres)	<ol style="list-style-type: none"> <li>1. Review the Constituent Union model and implement concrete support</li> <li>2. Review and improve the complaints and disciplinary procedures of both the Union and the College</li> <li>3. Build a relationship with the wider SU network</li> <li>4. Foster a sense of community for various student groups</li> <li>5. Demystify the Union through improving communications and increasing transparency</li> </ol>
Dylan (DPCS)	<ol style="list-style-type: none"> <li>1. Deliver the outlined process improvements for CSP activity</li> <li>2. Deliver/innovate a centralised sponsorship opportunity for CSPs</li> <li>3. Deliver improved advertising and outreach opportunities to CSPs</li> <li>4. Reduce the environmental impact of CSP activity</li> <li>5. Deliver a Festival of Sport with LSE</li> </ol>
Nathalie (DPW)	<ol style="list-style-type: none"> <li>1. Mitigating the Cost-of-Living Crisis</li> <li>2. CSP Culture Review</li> <li>3. Reviewing the College’s Student Disciplinary Procedures</li> <li>4. Review of Student Housing</li> <li>5. Developing the Union’s EDI Strategy</li> </ol>
Niamh (DPFS)	<ol style="list-style-type: none"> <li>1. Union Sustainability &amp; ethical Finance Strategy</li> <li>2. Allergen Review</li> <li>3. Postgraduate Services</li> <li>4. Venues Back to Basic</li> <li>5. CSP Systems &amp; Processes</li> </ol>

Jason (DPE)	<ol style="list-style-type: none"> <li>1. Improve the timeliness and quality of the College's academic feedback</li> <li>2. Review the College's Mitigating Circumstances procedure to ensure parity of experience, accessibility, and fitness for purpose</li> <li>3. Review the Union's Academic and Wellbeing Representation Networks</li> </ol>
Ameena (Felix)	<ol style="list-style-type: none"> <li>1. UG and PG students across all year groups and departments will get involved in contributing to Felix</li> <li>2. This August, we reused 40% of our paper waste before recycling. Next year, we aim to hit 80%.</li> <li>3. We aim to keep the Cat free, no matter how attractive it is to lock the Cat up.</li> </ol>
Chris (ICSMSU)	<ol style="list-style-type: none"> <li>1. Increase welfare training for clubs &amp; societies' committees to improve club culture.</li> <li>2. Create a new support and mentoring scheme for medical students from a widening participation background</li> <li>3. Increase financial accessibility to ICSM's largest &amp; most expensive events with a bursary system</li> <li>4. Deliver the best from the Reynolds Refurbishment to create a new social home for ICSM</li> </ol>

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

## President – Hayley Wong

### 1. Review the Constituent Union model and implement concrete support

Objective description	<p>Constituent Unions (CU) have been a historic fixture of the Union ever since its inception. It is a unique feature of Imperial College Union. However, the output and effectiveness of the CUs have been fluctuating year-on-year. Moreover, the strategic position and the long-term sustainability of CUs are unclear. There also exists severe disparity between the various CUs due to their wildly different structures, funding models, and aims. Below are several of the operational issues that will need to be reviewed:</p> <ul style="list-style-type: none"> <li>• The role of CU presidents requires a high level of unpaid time commitment. This effectively prevents students who need to work from becoming CU presidents.</li> <li>• There is currently minimal operational or strategic support from the Union for CUs</li> <li>• The high level of administrative work required to be done by CU presidents prevent them from carrying out any longer-term strategic goals</li> <li>• There is no clear point of contact for CUs if they need support from the Union</li> <li>• Standing Orders need to be written, tailored specifically to each CU</li> <li>• CUs currently have minimal influence and partnership with their respective faculties, with the exception of ICSMSU</li> </ul> <p>A full review of the value that CUs provide and their operating model is needed.</p>
How does the objective align with our strategy?	<p>Aim 1: To improve the academic and educational experience of students</p> <p>Aim 2: To support and enhance the wellbeing of students</p> <p>Aim 3: To strengthen and help create active and inclusive student communities</p>

	<p>Aim 4: To empower students to change the world around them</p> <p>Aim 5: To challenge and reduce inequalities affecting students</p> <p>Aim 6: To enable students to have fun</p> <p>Aim 7: To facilitate the personal and professional development of students</p> <p>Enabler 2: Sustainable resources and infrastructure</p> <p>Enabler 3: Effective governance and strong democracy</p>
Who is the staff lead?	Tom Newman (Managing Director)
Who are the other key team members?	Cat Turhan (Representation and Advice Manager), Connar Walford (Student Opportunities and Development Manager)
Who are the key stakeholders?	CU Presidents, CU committees
When is the work expected to be completed?	<p>Consultations will take place in Term 1</p> <p>Report and exploration of funding model in Term 2</p> <p>Develop tailored training by Term 3</p>
Is there any governance (i.e. formal signoff) required? What is the target date?	Standing Orders to be approved by Union Council
Is there any additional specific resource required?	A source of funding for payment of the CU president

## 2. Review and improve the complaints and disciplinary procedures of both the Union and the College (joint with DPW)

Objective description	<p><b><u>College</u></b></p> <p>The current complaints and disciplinary procedures of the College have repeatedly been reflected to be outdated and insufficient in many areas. Examples of this are the untimeliness of the investigations, the opaqueness of the stages, and the refusal to inform complainants of the outcome of the investigation including any safeguarding measures put in place. The College has initiated a working group to review these issues, but there is still a great deal of work to be done both in terms of pushing for the overall alignment of principles and their operationalisation.</p> <p><b><u>Union</u></b></p> <p>Traditionally, the Union's complaints and disciplinary procedures has been solely reliance on the Union President, which creates a single point of failure for a crucial responsibility of the Union. There was also a lack of a sufficient system to track and record and complaints and disciplinary cases received by the Union and any consequential actions enforced. Moreover, there are references to non-existent forms and Codes within the complaints and disciplinary Bye-laws. Thus, an overhaul of the Union's own procedures is needed to ensure they are fit for purpose.</p> <p><b><u>College &amp; Union</u></b></p> <p>Where there were overlaps between the Union's and the College's procedures, they have been dealt with on an ad-hoc basis through liaison between the Union President and the Academic Registrar.</p>
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	There has been no clearly-defined division of responsibilities, especially when there are joint responsibilities in safeguarding certain students. Going forward, a Ways of Working agreement between the two parties is needed for an efficient and clear partnership.
How does the objective align with our strategy?	Aim 2: To support and enhance the wellbeing of students Aim 3: To strengthen and help create active and inclusive student communities Aim 5: To challenge and reduce inequalities affecting students Enabler 1: Great people and culture Enabler 7: A constructive relationship with the College and wider sector
Who is the staff lead?	Tom Newman (Managing Director)
Who are the other key team members?	DPW, Clem Jones (Governance and Democracy Coordinator), Cat Turhan (Representation and Advice Manager), Chris Oldfield (ICSMSU President), Connor Walford (Student Opportunities and Development Manager)
Who are the key stakeholders?	Students who experience the complaints or disciplinary procedures of the Union or the College, David Ashton (Academic Registrar)
When is the work expected to be completed?	Phase 1 (improvement and operationalisation) in Term 1 Phase 2 (Council and Board approval) in Term 1 or 2 Phase 3 & 4 (communication and monitoring) in Term 2 and 3
Is there any governance (i.e. formal signoff) required? What is the target date?	Board of Trustees approval of Bye-laws Union Council approval of Bye-laws
Is there any additional specific resource required?	N/A

### 3. Build a relationship with the wider SU network

Objective description	<p>With the current issues affecting students, for example the Cost-of-Living crisis, and the continuous turmoil in the political landscape, it is imperative that students have a voice in policies that will affect them. Traditionally, the main source of student voice for the government has been the National Union of Students (NUS). However, with the government's suspension of engagement with the NUS, there is a lack of a proper student body that reflects students' view. By actively reaching out and building long-term relationships with other SUs, a forum for student union good practices and policies discussions could be formed.</p> <p>At this initial stage, there are several approaches to this:</p> <ul style="list-style-type: none"> <li>• London student unions</li> <li>• Russel group student unions</li> <li>• England student unions</li> </ul> <p>Initial connections are formed through informal events and conversations at various conferences. This network could then look to be formalised through the creation of a forum or hosting a conference.</p>
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How does the objective align with our strategy?	Aim 1: To improve the academic and educational experience of students Aim 4: To empower students to change the world around them Enabler 7: A constructive relationship with the College and wider sector
Who is the staff lead?	Cat Turhan (Representation and Advice Manager)
Who are the other key team members?	All Officer Trustees, Representation team
Who are the key stakeholders?	Other SU sabbatical officers
When is the work expected to be completed?	End of academic year
Is there any governance (i.e. formal signoff) required? What is the target date?	N/A
Is there any additional specific resource required?	Funding for the formalisation of networks

#### 4. Foster a sense of community for various student groups

Objective description	<p>A major component of students' experience is the sense of community and belonging the students feel. However, there are several areas in which these are weaker.</p> <p><b><u>White City &amp; Hammersmith</u></b> With the expansion and increase in use of the White City campus, the student community there must be provided for and enabled to form a community. However, there is currently no student amenities and no Union presence, and therefore a lack of extracurricular activities.</p> <p><b><u>Business School</u></b> The Business School will begin their first undergraduate cohort next academic year. Currently, their representation structure is separate from the Union and is undemocratic. Relationship must be established this year as we look to integrate their structure into the Union's and integrate the Business School community.</p> <p><b><u>Postgraduates</u></b> Postgraduates have notoriously been underrepresented in the Union, be it in democratic forums or extracurricular activities. With the UKRI's New Deal report due to be published later this year, the Union must create a strategy in engaging the large postgraduate community at Imperial.</p> <p><b><u>International students</u></b> International students have traditionally been offered fewer avenues of support, especially financially. They also have a lower level of engagement with the Union when compared to the</p>
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	proportion of engagement from home students. However, they disproportionately engage with the Advice Service. This points to the need to review the current provision in place for international students and identify the areas where the Union could advocate for or provide support.
How does the objective align with our strategy?	Aim 2: To support and enhance the wellbeing of students Aim 3: To strengthen and help create active and inclusive student communities Aim 4: To empower students to change the world around them Aim 7: To enable students to have fun Enabler 2: Sustainable resources and infrastructure Enabler 3: Effective governance and strong democracy
Who is the staff lead?	TBD
Who are the other key team members?	Representation team, Activities team
Who are the key stakeholders?	Students in the various communities
When is the work expected to be completed?	End of academic year
Is there any governance (i.e. formal signoff) required? What is the target date?	Approval of the Standing Order of the White City & Hammersmith Constituent Campus Union by Union Council
Is there any additional specific resource required?	A source of funding for the White City & Hammersmith Constituent Campus Union

## 5. Demystify the Union by improving communication and increasing transparency

Objective description	<p>A longstanding complaint from the students regarding the Union is its lack of transparency. This has caused issues in the past, and contributes to students overwhelmingly focusing on the negatives of the Union. The successes are not celebrated, and students are less able to take advantage of these improvements.</p> <p>This objective is three folds:</p> <ol style="list-style-type: none"> <li>1. Improve the general day to day communications of the Union to students</li> <li>2. Spotlight improvements and successes</li> <li>3. Carry out a consultation to understand the pain points</li> </ol>
How does the objective align with our strategy?	Enabler 5: Engaging communication
Who is the staff lead?	Ashley Cory (Director of Marketing and Communications)
Who are the other key team members?	All Officer Trustees, Glen Whitcroft (Marketing & Engagement Manager)
Who are the key stakeholders?	The student body

When is the work expected to be completed?	This work will take place throughout the academic year
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

## Deputy President (Clubs & Societies) – Dylan Hughes

### 1. Deliver process improvements for CSP activity

Objective description	<p>Although a lot of improvements have been made, there are still significant issues with numerous CSP process both on the student-facing side and within The Union itself. As part of the Digital Transformation project outlined by AC, there is an opportunity to develop sector-leading automation and integration of CSP processes such as Budgeting, Trips and New Activities creation. This will also cover a review of working practices within The Union (specifically the Activities Team and the Systems Team).</p> <p>Connar Walford is leading the short-term solutions within the activities team, as well as the creation of process maps. Ashley Cory is leading the Digital Transformation project, which will aim to integrate these processes into longer term solutions.</p>
How does the objective align with our strategy?	<p>Aim 2: Smoother processes will greatly reduce the time, energy and money students need to invest into administrative activities for CSPs, as well as enabling Union staff to support students better.</p> <p>Aim 3: Smoother processes will allow students to focus on creating their communities and running events, rather than spending time overcoming administrative hurdles.</p> <p>Aim 5: This should reduce the amount of time necessary to fulfil committee roles in CSPs, as administration should be easier. This would help students from a wider variety of backgrounds engage with CSP committees.</p> <p>Aim 7: Engaging with CSPs is an excellent developmental opportunity for students, especially on a committee level. This should lower the barrier for entry and allow students to focus on their own aims and objectives.</p>
Who is the staff lead?	Ashley Cory Connar Walford
Who are the other key team members?	Activities Team Systems Team
Who are the key stakeholders?	CSPB, CSPs, Systems Team, Activities Team Long term Digital Transformation is a multi-year project
When is the work expected to be completed?	CSP budgeting is largest one – December 2022
Is there any governance (i.e. formal signoff)	Included in Activities/Systems AOPs

required? What is the target date?	
Is there any additional specific resource required?	The new systems framework in the long term will require significant CapEx

## 2. Deliver/innovate a centralised sponsorship opportunity for CSPs

Objective description	<p>Last year, Imperial Athletes operated with the promise of increased funding through centralised sponsorship; sports teams pooled together would incentivise larger companies to sponsor them. However, this offer has not translated to money for CSPs so far.</p> <p>A review of this model would aim to introduce a new system for CSPs and external companies alike, increasing our offer to companies whilst providing a transparent and accessible funding source for CSPs</p>
How does the objective align with our strategy?	<i>Aim 3: Increased access to funding and increased exposure would help grow current student societies and empower like-minded students to connect.</i>
Who is the staff lead?	Connar Walford (or activities team delegate)
Who are the other key team members?	CSPB,
Who are the key stakeholders?	CSPs, students, Finance Team, CSPB
When is the work expected to be completed?	March 2023
Is there any governance (i.e. formal signoff) required? What is the target date?	CSPB policy must provide a framework for access Potential for designated fund to be created
Is there any additional specific resource required?	Union outreach to potential sponsors, effort to foster long-term partnerships with ethical organisations.

## 3. Deliver improved advertising & outreach opportunities to CSPs

Objective description	<p>Students both within and without CSPs often have incredible ideas for events and activities and more, and The Union staff are inundated with requests to promote these in any way possible. Unfortunately, current advertisement opportunities are somewhat limited, and the processes for existing opportunities are unclear and depend on certain points of failure within the Union (GW &amp; AC).</p> <p>The aim be to provide better advertising &amp; outreach opportunities to students and student groups, as well as simple &amp; clear mechanisms for accessing these. This would reduce the workload on the activities and marketing teams, as well as enhance student engagement in both new and existing societies.</p>
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How does the objective align with our strategy?	Aim 5: The aim is to achieve parity of opportunity for outreach for all student groups (and by extension all students) Aim 6: Societies are usually very fun – this would hopefully make them even more fun for existing members and new ones
Who is the staff lead?	Glen Whitcroft
Who are the other key team members?	Ashley Corey, Activities team representative
Who are the key stakeholders?	Students, CSPs, CSPB (NAC), Venues Team
When is the work expected to be completed?	December
Is there any governance (i.e. formal signoff) required? What is the target date?	CSPB Policy on what CSPs are (clearer definitions on Clubs, Societies & Projects) Management Committee decision on approach to promoting CSPs etc. on digital screen
Is there any additional specific resource required?	Additional screens & screen access Potential systems engagement for process (unlikely)

#### 4. Reduce the environmental impact of CSP activity

Objective description	<p>Sustainability should be at the core of any organisation's operating practices. As part of reducing CSPs environmental impact, it is essential to measure the carbon footprint their activities are associated with. In order to best measure the carbon footprint of CSPs, it is best to measure the footprint of The Union as a whole. This project will be conducted in conjunction with DPFS, whose own projects will work with this one to inform future Union strategies on climate change, as well as implement quick wins.</p> <p>The aim will be to contract an external carbon accounting company to measure our carbon footprint, as well as increase the data available on our waste output. With these practices integrated into Union operations, as well as student consultation, we will be able to work strategically and efficiently to reduce The Union's environmental impact.</p>
How does the objective align with our strategy?	<p>Aim 2: The wellbeing of students both presently and in the future is inextricably linked to the global climate, and The Union has a part to play in both reducing its own footprint and leading from the front for other organisations and its own members to do the same.</p> <p>Aim 4: As above, these changes would involve frequent student consultation, and the hope is that an organisation like ICU could use its position and influence to affect both college environmental practices and external attitudes on climate change.</p> <p>Enabler 2: Implementing introspective analysis practices into our strategy early on would allow future union strategies to focus on delivering results in sustainability</p>
Who is the staff lead?	TBC – Potentially Tom Newman/Rob Scully
Who are the other key team members?	DPFS, Services & Sustainability Board, relevant campaigns, Venues & Retail Teams, Activities Team

Who are the key stakeholders?	Ethics & Environment Network, CSPB, Divest Imperial, Positive Investment Imperial
When is the work expected to be completed?	July 2023
Is there any governance (i.e. formal signoff) required? What is the target date?	Governance AOP has stream of work on student consultation on next strategy, this will involve the development of thinking around how we incorporate sustainability into our next Union Strategy.  Council review of draft, Management Committee/ Finance, Audit & Risk Committee approval of Union's SRI
Is there any additional specific resource required?	3 <sup>rd</sup> party carbon accounting company Waste accounting policy/protocol

### 5. Deliver a Festival of Sport with LSE

Objective description	<p>Several sporting societies have an annual “Varsity” event against their LSE counterparts (the most well known of these is the Rugby Varsity: “The City Varsity”). Building on this, and with strong interest from out counterparts at LSESU, there is an opportunity to develop a “Festival of Sport” – an event where all the teams with existing varsities, as well as many new teams, play one another in one day. Alongside these, we would aim to include smaller sports &amp; other CSPs, increasing interest in both the existing sports and the newly added ones. It would also just be an excellent day (and an excellent sponsorship &amp; charity opportunity)</p> <p>The aim would be to make an event that we could truthfully market as the most inclusive and sustainable varsity in the country, if not the world.</p>
How does the objective align with our strategy?	<p>Aim 3: Creating an environment for many student communities to mix would strengthen communities and allow students to join communities they had not encountered before.</p> <p>Aim 5: All sports and activities would be part of a system that uses more popular sports to create a platform for other activities, with the aim of creating a parity of experience and engagement opportunity</p> <p>Aim 6: The Festival of Sport would, hopefully, be a very fun event to be a part of, even if not participating in any of the sports on the day.</p>
Who is the staff lead?	Connar Walford (Activities Manager)
Who are the other key team members?	Activities Team, Marketing Team, LSE Representatives
Who are the key stakeholders?	ICU Sports Clubs, LSEU Sports clubs, MOVE Imperial, Harlington staff,
When is the work expected to be completed?	March 2023
Is there any governance (i.e. formal signoff) required? What is the target date?	N/A

Is there any additional specific resource required?	Harlington sports grounds available for first edition
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## Deputy President (Welfare) – Nathalie Podder

### 1. Mitigating the Cost-of-Living Crisis

Objective description	<p>The purpose of this objective will be to mitigate the impact of cost-of-living increases on all students.</p> <p>This will be done by doing an in-depth consultation on cost-of-living, which will involve a Union-wide survey and focus groups with vulnerable groups that are being disproportionately impacted by the increases in cost of living. This will be followed up with a set of recommendations for the Union, the College, and the Department for Education. A wide range of stakeholders will be involved, including other student unions and external organisations like Transport for London and Universities UK, among others.</p> <p>A small budget may be required for survey and focus group incentives – about £150. Additionally, £60.15 has been requested (and approved) for travel and accommodation to speak on a panel at Universities UK on cost of living.</p> <p>The main resource that will be required is time. It will be my main focus in Term 1</p>
How does the objective align with our strategy?	<p>In June 2022, the Union did a quick consultation on the impact of cost of living on students. We found that PGR students, students with caring responsibilities, international students, students with disabilities and students from working class backgrounds have been disproportionately impacted. 95% of students who answered our social media poll indicated that they were worried about the rise in cost of living, with 58% of students worrying about their ability to pay rent and 20% of students worrying about their bills. Overall, every student at Imperial is going to feel the impact of the rise of cost of living, no matter their current situation or background.</p> <p>The corollary to this is that every student will feel the benefit of actions taken to mitigate the cost-of-living increases, regardless of their background. This objective will enable students to put less of their time into part time work and more of their time into their academics and enjoyment of their student experience within the College and the Union. Alleviating financial stressors will also allow more students to take part in Union activities, allowing us to be a more inclusive organisation.</p> <p>In summary, this objective will support and enhance the wellbeing of students, empower students to change the world around them, and challenge and reduce inequalities impacting students.</p>
Who is the staff lead?	Cat Turhan (Representation & Advice Manager)

Who are the other key team members?	Niamh McAuley (DPFS), Cat Turhan (Representation & Advice Manager), Diptasri Basu (Policy & Research Officer), Sophie van der Ham (Liberation & Campaigns Coordinator), Rob Scully (Managing Director – Operations)
Who are the key stakeholders?	Student Finance (Tom Pearson), Student Services (Hannah Bannister), Campus Services (Jane Neary), Liberation Officers, Wellbeing Reps, Universities UK, All-Party Parliamentary Universities Group, Office for Students, Department for Education, Transport for London/National Rail, student unions (non-NUS-affiliated)
When is the work expected to be completed?	The Union’s report on cost of living will be published by the end of Term 1. The Union will liaise with stakeholders on its recommendations in Terms 2 and 3.
Is there any governance (i.e. formal signoff) required? What is the target date?	Management Committee will sign off on the report and its recommendations at the end of Term 1. Union Council will vote to approve or amend the recommendations at the beginning of Term 2.

## 2. CSP Culture Review

Objective description	<p>This objective is continuing from last year. It 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. We have also identified female and nonbinary students, students with caring responsibilities, students with disabilities, international students, postgraduate students, and working-class students as having barriers to participation in Union activities.</p> <p>A working group has been formed and currently consists of the DPW, DPCS, ICMSU President, Cat Turhan and Diptasri Basu (Policy &amp; Research Officer). The focus of this year will be to identify the barriers to participation that the above-identified groups of students face and write a 3-year action plan to address these which will be embedded in the Annual Operating Plans for the activities team.</p> <p>A budget will be needed for incentives to run surveys and focus groups – about £240.</p>
How does the objective align with our strategy?	<p>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.</p> <p>This objective will strengthen and help create active and inclusive student communities and challenge and reduce inequalities affecting students.</p>

Who is the staff lead?	Cat Turhan (Representation & Advice Manager)
Who are the other key team members?	Dylan Hughes (DPCS), Chris Oldfield (ICSMSU President), Cat Turhan (Representation & Advice Manager), Diptasri Basu (Policy & Research Officer), Sophie van der Ham (Liberation & Campaigns Coordinator), Connor Walford (Student Opportunities and Development Manager)
Who are the key stakeholders?	CSP Committee Members, MG Chairs, Liberation and Community Officers
When is the work expected to be completed?	Surveys and focus groups will be completed by the end of Term 1. An action plan will be drafted by the end of Term 2, with approval from Union Council in Term 3.
Is there any governance (i.e. formal signoff) required? What is the target date?	The Action Plan will be signed off by Union Council. Backing will also be received from the DPCS throughout this process.

### 3. Reviewing the College's Student Disciplinary Procedures (joint with Union President)

Objective description	<p>This objective is continuing from last year. In January 2022, the College responded to the Union's Sexual Misconduct Survey 2021 by working a working group to review the College's student disciplinary procedures. The membership of this group includes the Union President and 2 of their nominees – DPW and DPE. The aim of this group will be to ensure that behavioural misconduct procedures are fit for purpose, follow the principles of natural justice, and have a framework in place for safeguarding and supporting students that are involved in the process.</p> <p>This year £237.80 has been approved so far for the DPW and President travel to conferences to network with other universities and student unions on best practice.</p> <p><i>A confidential update around this objective will be delivered verbally.</i></p>
How does the objective align with our strategy?	<p>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.</p> <p>In summary, these measures will help to support and enhance the wellbeing of students.</p>
Who is the staff lead?	Cat Turhan (Advice & Representation Manager), Tom Newman (Managing Director)
Who are the other key team members?	Hayley Wong (President), Jason Zheng (DPE), Cat Turhan (Representation & Advice Manager), Diptasri Basu (Policy & Research Officer), Tom Newman (Managing Director)
Who are the key stakeholders?	Student Disciplinary Procedures Review Working Group (chaired by Terry Tetley), Ian Walmsley, Richard Martin, ICUsToo, welfare reps, liberation officers, University of Warwick (Helen Knee), Office for Students, Office of Independent Adjudicators (Ben Elger)

	<i>A confidential stakeholder will be identified verbally.</i>
When is the work expected to be completed?	A code of conduct for students will be published in Term 1. The group aims to publish a final report to Senate at the end of this academic year.
Is there any governance (i.e. formal signoff) required? What is the target date?	The student code of conduct will be signed off by University Management Group. The final report on recommended operational changes to the College's resources and structures around student disciplinary procedures (all of which are managed as part of Registry) will be presented to University Management Group at the end of the academic year. Any changes to Ordinance E2 (Student Disciplinary Procedures) will need to be approved by College Council.

#### 4. Review of Student Housing

Objective description	<p>A review of student housing will be completed after the completion of the Union's cost of living research and recommendations. This will serve to identify the strengths and areas of development in the College's current accommodation offering as well as identify challenges that students are currently facing in the private sector.</p> <p>The aim of this project will be to provide a set of recommendations to the College on how to proceed with its estates strategy in regards to student housing.</p> <p>A budget will be needed to provide initiatives for participation in the surveys and focus groups – about £360.</p>
How does the objective align with our strategy?	<p>There are many benefits to having College-owned accommodation for first year students: affordability, availability of pastoral care, support with transitioning to adulthood, and space to build a new sense of community away from home. Identifying these benefits in a measurable way will build a solid business case to preserving this offering to students for many years in the future.</p> <p>Additionally, students in the private sector face challenges in navigating tenancy agreements, and rising living costs. Identifying the breadth and impact of these challenges will enable the Union and the College to find ways to support students with facing these challenges.</p> <p>This project will help to support and enhance the wellbeing of students and create active and inclusive student communities.</p>
Who is the staff lead?	Cat Turhan (Representation & Advice Manager)
Who are the key stakeholders?	College Estates (Martyn Boutelle), Campus Services (Jane Neary), Student Services (Hannah Bannister), College Council, Hall Seniors, Wardens

When is the work expected to be completed?	The research will be completed in Term 2, with recommendations communicated in Term 3.
Is there any governance (i.e. formal signoff) required? What is the target date?	The topic and format of the surveys and focus groups will be signed off by the management committee. The recommendations will be signed off management committee and Union Council in Term 3.

## 5. Developing the Union's EDI Strategy

Objective description	<p>This strategy is continuing from last year, where the Union opened an invitation to tender for EDI strategy consultants and selected Koreo. A task and finish steering group was formed, with a new addition – Chris Oldfield (ICSMSU President) will now be taking part. Additionally, Jacques Bazile, last year's student trustee, will be continuing on in the group.</p> <p>15 million rows' worth of eActivities data was condensed down to 625,000 engagement points with the help of Phil Power in his role within the College. This gives the Union the most detailed look at access and participation that it has ever had.</p> <p>Koreo hosted an away day in which all full time Union staff were invited to explore concepts around EDI and share their experiences of working in the Union.</p> <p>The next steps at the time of writing this will include consultation with Board and student leaders, leading to an action plan and strategy framework as the final outputs.</p> <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>As before, 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 work alongside professional expertise to create a roadmap for realising our values around inclusion in the Union.</p> <p>A budget of £11,000 has been allocated for Koreo.</p>
How does the objective align with our strategy?	Implementing this strategy will identify where our weaknesses are and establish our institutional aims in widening the access and 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

	<p>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 Newman (Managing Director), Cat Turhan (Representation & Advice Manager)
Who are the other key team members?	Members of the Task and Finish Group, Koreo
Who are the key stakeholders?	Liberation Officers, Academic reps, Wellbeing Reps, CSP committee members, MG chairs, campaign groups, ICU Staff, Stephen Curry
When is the work expected to be completed?	The aim is to do student consultation in October 2022, with final approval from Board by the end of Term 2.
Is there any governance (i.e. formal signoff) required? What is the target date?	The Strategy and Action Plan will be approved by the EDI Strategy Task and Finish Group and the Management Committee. The final strategy will be signed off by the Board of Trustees in Term 2.

## Deputy President (Finance & Services) – Niamh McAuley

### 1. Union Sustainability and Ethical Finance Strategy

Objective description	<p>Currently, the Union lacks a Sustainability Strategy, with the lack of sustainability noted in the recent Venues Review. Imperial College is also behind other universities in our sustainability strategy and ethical finances, with our current strategy involving active divestment from ammunition and tobacco companies, and no active or transparent divestment from fossil fuel companies or companies engaging in unethical acts like modern slavery. The aim is to generate a Union Strategy for Sustainability and Ethical Finances and push for a sufficient College Strategy that is comparable to the strategies of other universities.</p>
How does the objective align with our strategy?	<p>To empower students to change the world around them</p> <p>To challenge and reduce inequalities facing students (through impacting climate change)</p> <p>To facilitate the personal and professional development of students</p> <p>There is also an operational need to match the global requirements and expectations for sustainability and ethical finance decisions as a world-leading university.</p>
Who is the staff lead?	TBD



Who are the other key team members?	Dylan Hughes, Services & Sustainability Board, relative campaigns, Venues & Retail Teams
Who are the key stakeholders?	Ethics & Environment Network, CSPB, Divest Imperial, Positive Investment Imperial
When is the work expected to be completed?	While this is a long-term idea, we aim to have a Strategy / Policy draft for review by Easter 2023, and a final version amended by July 2023.
Is there any governance (i.e. formal signoff) required? What is the target date?	Council review of draft, Management Committee/ Finance, Audit & Risk Committee approval of Union's SRI

## 2. Allergen Review

Objective description	Currently, outlets across campus lack consistent allergen labelling, and options for those with dietary requirements can be severely limited. Examples would include the lack of Kosher meats; lack of celiac safe options; and high risk of cross contamination. It has been an aim of my predecessor to achieve consistent allergen labelling. I aim to collaborate with the College who are rolling out their own allergen labelling booklets for all outlets to provide that service at our Venues & Shops. Furthermore, I aim to review the current options available across our campuses, and add questions regarding this issue into the College Student Experience survey. This data can be used to lobby for improved options in the future.
How does the objective align with our strategy?	To support and enhance the wellbeing of students To challenge and reduce inequalities facing students
Who is the staff lead?	TBD
Who are the other key team members?	Venues Team, Retail Team, Campus Services
Who are the key stakeholders?	Students
When is the work expected to be completed?	TBD

## 3. Postgraduate Services

Objective description	As per our Postgraduate Review, services for our PG cohort are lacking. With this aim, I look to improve this through the services offered by our venues by reviving regular events like a pub quiz at h-bar; regular events at Beit for postgraduates; and improving our communications specifically to postgraduates.
How does the objective align with our strategy?	To support and enhance the wellbeing of students To strengthen and help create active and inclusive student communities To challenge and reduce inequalities facing students To enable students to have fun
Who is the staff lead?	TBD

Who are the other key team members?	Venues team, marketing team
Who are the key stakeholders?	Postgraduate students
When is the work expected to be completed?	Ongoing project to be worked into the Venues Annual Operating Plan. Aim to have run sufficient events by March 2023 to survey feedback from postgraduates.

#### 4. Venues Back to Basic

Objective description	Due to the lack of stability in the Venues team last year, the Union made less progress than expected in getting our Venues Back to Basic. I aim to work with our new Venues Operations Manager Kat and the Venues team to review what we're providing for students regarding events, beverages, and food. It is also vital that we build the relationship between the Union and student staff at the Venues through improved communication and training.
How does the objective align with our strategy?	To support and enhance the wellbeing of students To strengthen and help create active and inclusive student communities To challenge and reduce inequalities facing students To enable students to have fun  There is also an operational need to have our Venues Back to Basic so they can be financially self-sufficient.
Who is the staff lead?	Kat Iliopoulou
Who are the other key team members?	Rob Scully, Venues Team
Who are the key stakeholders?	Student users of our bars, casual (student) staff
When is the work expected to be completed?	Ongoing project to be worked into Venues Annual Operating Plan

#### 5. CSP Systems & Processes

Objective description	Review the systems we use for CSP budgeting process. We need to ensure that they are fit for purpose and as accessible to students as possible. This objective also includes actively reviewing our other processes which have recently moved to Podio to ensure this change has been a success.
How does the objective align with our strategy?	To strengthen and help create active student communities To enable students to have  There is also an operational need to have a functional budgeting app to support our CSPs sufficiently
Who is the staff lead?	Connar Walford
Who are the other key team members?	Dylan Hughes (Joint Objective Holder), Connar Walford, ICU Activities Team, ICU Helpdesk, ICU Systems Team
Who are the key stakeholders?	CSP Committees, Student Opportunities and Development Team, Systems Team

When is the work expected to be completed?	We would aim to have a new Budgeting system in place for January 2023. This may have to be a temporary alternative to the current PowerApp, and we will aim to have a new system with training in place by the end of our term.
Is there any governance (i.e. formal signoff) required? What is the target date?	Changes to the budgeting process will require CSPB approval and notification to Council.
Is there any additional specific resource required?	Dependent on the decisions made, we may look into external support for alternatives, or require additional support from the systems and activities teams.

## Deputy President (Education) – Jason Zheng

### 1. Improve the timeliness and quality of the College’s academic feedback

Objective description	<p>Students are not receiving adequate feedback, which is hindering their academic and wellbeing experiences at the College. This also hinders their professional development. Feedback is very often late, generic, and of poor quality, so does not allow students to improve their work. NSS scores show that assessment and feedback is the College’s lowest performing area and has been for several years.</p> <p>Improving the College’s feedback processes would reduce the workload for academic and wellbeing reps, as well as the Union’s Advice Centre.</p>
How does the objective align with our strategy?	Improve the academic and educational experience of students
Who is the staff lead?	Cat Turhan/ARIC
Who are the other key team members?	ARIC/Cat Turhan, Diptasri Basu
Who are the key stakeholders?	Students, Registry, Vice Deans (Education), Vice Provost (Education and Student Experience)
When is the work expected to be completed?	This work will likely extend beyond the end of my time
Is there any governance (i.e. formal signoff) required? What is the target date?	Yes (from the College)
Is there any additional specific resource required?	

## 2. Review the College's Mitigating Circumstances procedure to ensure parity of experience, accessibility, and fitness for purpose

Objective description	<p>Currently, the mitigating circumstances procedure is confusing, slow, and obscure. The application process is different across departments, with different application forms that ask different questions. Once students have applied, there is no way of keeping track of the state of their application, and it is unclear whether students have submitted all required evidence. The recommended actions following a successful application are often not proportionate to the reason for applying, and the student experience is not consistent across departments. This negatively affects both the education and wellbeing of students.</p> <p>The current state of the procedure means that many students are approaching the Union's Advice Centre for support in their application. Making the application process more accessible and the possible outcomes more equitable will reduce the caseload of the Advice Centre, allowing for faster appointment times and increased availability for other students.</p>
How does the objective align with our strategy?	<p>Improve the academic and educational experience of students</p> <p>Support and enhance the wellbeing of students</p>
Who is the staff lead?	ARIC
Who are the other key team members?	DPW, Cat Turhan
Who are the key stakeholders?	All students, Student Services, Senior Tutors, Wellbeing Advisors, Advice Centre, Vice Provost (Education and Student Experience)
When is the work expected to be completed?	This work will likely extend beyond the end of my term
Is there any governance (i.e. formal signoff) required? What is the target date?	Yes (by the College)
Is there any additional specific resource required?	Funds for focus groups

## 3. Review the Union's Academic and Wellbeing Representation Networks

Objective description	<p>In my opinion, the current structure of the Representation Networks could be improved. There are a large number of reps, with several positions going unfilled each year. Moreover, it is unclear that, in practice, academic and wellbeing reps fulfil different functions. There are also some courses which have two department reps where it would likely be more effective for there to be just one dep rep. By streamlining the rep network structure, reps would be able to lobby the College and represent students more effectively, in terms of both academics and wellbeing. There are also concerns</p>
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	<p>about the behaviour of wellbeing reps and ensuring that they do not go beyond their remit of signposting to other services.</p> <p>Reducing the number of reps would reduce the amount of administrative work for the DPE, DPW, and ARIC. This would free up time to work on other, more impactful work.</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</p> <p>To strengthen and help create active and inclusive student communities</p> <p>To empower students to change the world around them</p> <p>To facilitate the personal and professional development of students</p>
Who is the staff lead?	ARIC
Who are the other key team members?	DPW
Who are the key stakeholders?	Student reps, Representation Team
When is the work expected to be completed?	<p>Phase 1 in time for Leadership Elections</p> <p>Phase 2 before the end of July</p>
Is there any governance (i.e. formal signoff) required? What is the target date?	Union Council
Is there any additional specific resource required?	Focus groups