

Imperial College Union
Board of Trustees / 30 November 2022

Managing Director Update & Annual Objectives

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

To note the Managing Director objective set by the Chair of the Board & President

1. Key Projects / Work Delivered

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

- i. Annual OT induction and objective setting: this is now largely complete and included both the Felix Editor and ICSMSU President. We have delivered the first session with the Business School for the Certificate in Student Leadership with the Officer team, thanks to Stephen and Dot for their support. Due to the lack of resource at Senior Management level there is currently a lack of senior support for elected officers which will be improved as new SMT members join.
- ii. Annual planning and budgeting rounds: we have now completed both including a critical review of the volume activity by SMT based on Board feedback at the previous meeting. December will see the first progress report of the revised Annual Operating Plans going to management committee.
- iii. Staff recruitment: the interviews for the Director of Membership Services role will take place in December 2022. We also hope to conclude the appointment of the Interim Director of Commercial Services by the first week of December. It is hoped that both roles are able to start in early 2023.
- iv. Annual measuring round & report: a revised approach to measuring organisational performance intends to measure our progress against our strategic plan for this year. A new approach will be developed for the next strategy.
- v. Annual appraisals & objectives 2022/23: all PDRs are now complete and we are now reviewing training requests. Further work will be undertaken on a more strategic approach to staff development in 2023.
- vi. Board subcommittees and training: we have appointed new trustees and completed the first round of subcommittees, Board mentoring trios will also have been communicated by the time the Board meets. Finance and Risk approved a number of core items of business including reviews to services and operating models in minibuses and the commercial kitchen. Governance and Membership have met to discuss revised election rules.
- vii. Digital Transformation. This project has started, the task and finish group has met and we are currently in the requirements gathering phase. Further updates can be provided by project lead Ashley at the Board meeting.

- viii. Commercial. Our new Venues Manager has started, Kitchen tender has closed and Rob can give a verbal update on the latest developments if required at Board (an email update has been provided). In future, we will include a commercial update as a stand alone item for the Board if we are all agreed this would be welcomed.

2. Key (Short Term) Future Projects

Short term projects that remain open include:

- i. EDI strategy: There has been a lack of progress on this work, I will update verbally in the meeting on the reasons to this.

3. College, Sector and other Updates

3.1 College

The staff trade Unions have confirmed their intention and timetable for industrial action, including strikes and action short of strikes. Union Council has held an emergency meeting to discuss the Union position on this and this will be included in Officer and Council Chair updates. For Board members, the Union will take a supportive stance of the policy position passed at Union Council, and work with the College's Vice President Student Experience to ensure disruption to student experience and learning is minimised.

3.2 Sector

The Freedom of Speech legislation is now at report stage within the House of Lords, and I have liaised with the College's Director of Legal (and Prevent lead) on the implications for this.

The Union has a system for external speakers already in place, however, the Union will need to undertake a review of the approved bill and understand the new areas of compliance. As this is potentially a risk to the Union, this review for understanding our duties and necessary service changes should come to the Board or subcommittee for assurance and approval.

4. MD Objectives 2022/23

As well as 'overall delivery of the Union's strategy', six areas have been identified for particular focus this academic year. Future MD update papers to the board will include updates on objectives.

Objective Description	Example Actions Required	Strategic Alignment
Development of the new Union Strategy by July 2023.	<p>Undertake research and consultation with key stakeholders to develop key priorities.</p> <p>Develop new strategic document including updated theory of change, mission, aims, values and enablers. Include a more impact focused approach with a helpful method for measuring organisational performance and associated communications plan.</p> <p>Ensure updated Union business plan is presented to College including organisational priorities, multi year plans and funding request to ensure sustainable funding model.</p> <p>Implementation plan for the strategy to be developed including a multi year business planning process incorporating annual operating plans, PDRs & objectives, and budgeting.</p>	<p>A constructive relationship with the College at all levels</p> <p>Sustainable resources and infrastructure</p> <p>Great people and culture</p> <p>Effective and engaging communication</p> <p>Comprehensive research, evidence and insight</p>
Recruit and develop SMT and Operational Management Group by January 2023.	<p>Recruit new Director of Membership Services and Interim Director of Commercial.</p> <p>Set SMART objectives for all SMT based on agreed SMT priorities for 2022-23, including a reviewed commercial plan.</p> <p>Communicate to wider staff team the rationale and plan of directorate changes.</p> <p>Run development day for all SMT and Operational Managers.</p>	<p>Great people and culture</p> <p>Effective and engaging communication</p> <p>Sustainable resources and infrastructure</p> <p>A constructive relationship with the College at all levels</p>
Complete the Back to Basics strategy including a programme of work of core business process and system improvements by July 2023.	<p>Ensure all core Union services have relevant service level agreements and associated KPIs.</p> <p>Finalise development and implementation of Back to Basics programme of work.</p>	<p>Sustainable resources and infrastructure</p> <p>Great people and culture</p>

<p>Develop a comprehensive organisation-wide EDI strategy, action plan and annual EDI report by February 2023.</p>	<p>Develop an action plan based on the strategy that covers all areas of the Union's work, with clear tangible improvement projects folded into the wider back to basics communication campaign.</p> <p>As part of the annual measuring round, develop and produce an annual EDI report that tracks our performance against key targets set within the EDI strategy.</p> <p>Develop, define and communicate inclusive Leadership Behaviours as part of competency framework.</p>	<p>To challenge and reduce inequalities affecting students</p> <p>Great people and culture</p>
<p>Support the Sabbatical Officers (OTs, ICSMSU, Felix) to be effective in role with a formal induction and objective setting process.</p>	<p>Review and evaluate Officer training.</p> <p>Put a formal personal and professional development framework in place for all sabbatical officers, with monthly meetings to discuss and reflect on core competencies.</p> <p>Deliver in partnership with Executive Education a Leadership Programme for Officer Trustees and Student Trustees.</p> <p>Develop a Officer Support Programme owned by SMT to support the delivery of Officer objectives.</p>	<p>Great people and culture</p> <p>Empower students to change the world around them</p>
<p>Deliver People and Culture Plan by February 2023.</p>	<p>Review current People and Culture plan to ensure its meeting organisational priorities.</p> <p>Complete competency framework including for casual student staff.</p>	<p>Great people and culture</p>