

**Imperial College Union  
Board of Trustees / 30 November 2022**

**Officer Trustees' Update & Progress on Objectives**

Name / Role: Hayley Wong – Union President  
 Summary: An update on the progress of the Officer Trustees' objectives for the year  
 Decision(s): To note

*Please note that this paper is also being submitted to Scrutiny Committee, so does contain quite a bit of detail.*

**1. Hayley Wong (Union President)**

i. Review and improve the complaints and disciplinary procedures of both the Union and the College

Objective progress	<p><b><u>College</u></b></p> <p>A workshop was arranged with the Academic Registrar, College casework, and academic services, and the following documents were scrutinised:</p> <ul style="list-style-type: none"> <li>• Disciplinary Procedure</li> <li>• Code of Conduct</li> <li>• Investigation Protocol</li> </ul> <p>Examples of cases were also walked through together during the workshop to review the real-life application of the contents of the documents.</p> <p>The following are some of the major agreements resulting from the workshop and the ongoing SDPRWG:</p> <ul style="list-style-type: none"> <li>• College will now release the outcome and sanctions imposed on the defending party, as far as possible, to the reporting party if they wish to receive it</li> <li>• Implement a casework management system</li> <li>• Fines will no longer be used as a penalty (but financial compensation is maintained where the action results in financial damage)</li> <li>• Restorative justice adopted as a key part of disciplinary procedure (including mediation)</li> <li>• Both parties have the same right to appeal</li> </ul> <p>Funding for an extra caseworker has also been secured, with the job advertisement being released soon.</p> <p><b><u>Union</u></b></p> <p>The Union's internal complaints and disciplinary procedure review group has been kicked off. The following changes has also been made since the start of my term:</p> <ul style="list-style-type: none"> <li>• There is now a case tacking system</li> <li>• There is now a disciplinary action tracker</li> <li>• The Union's Complaints Officer is now being involved in dealing with cases to mitigate the single point of failure</li> </ul>
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	<p>A new procedure for student membership suspension has also been agreed to in Management Committee and operationalised.</p> <p><b><u>College &amp; Union</u></b>  The following agreements have been made in terms of the interaction between the Union and the College:</p> <ul style="list-style-type: none"> <li>• A Ways of Working agreement will be looked into</li> <li>• The sharing of case data between College and Union in order to spot patterns of repeated behaviours</li> <li>• Potential for the Union to use the College's case management system</li> </ul>
Next steps	<p><b><u>College</u></b></p> <ul style="list-style-type: none"> <li>• The draft documents and agreed principles will be brought to the Senate on 14<sup>th</sup> Dec</li> <li>• A further meeting will be arranged to discuss Union and College Ways of Working</li> <li>• The College's legal team will be consulted on the College-Union case data sharing and the means of doing so will be discussed</li> </ul> <p><b><u>Union</u></b></p> <ul style="list-style-type: none"> <li>• The bye-laws will be reviewed for any incorrect/legacy references and any unoperationalisable procedures</li> <li>• The working group will convene to capture all the issues with the current complaints and disciplinary procedures</li> <li>• The current list of suspended students will be checked against records and with the Registry to ensure none is missed</li> </ul>

ii. Review the Constituent Union model and implement concrete support

Objective progress	<p>The objective has been delayed due to the current instability of the Constituent Unions. However, the presidencies and committees of the all the CUs will soon be filled and the project should be able to properly kick off.</p> <p>Currently, the review will be split into two main questions:</p> <ol style="list-style-type: none"> <li>1. What value do CUs add to the students' experience?</li> <li>2. What support and resources do CUs need?</li> </ol> <p>With the first question, the aim will be to understand all the functions that CUs currently take on, and how that differs within each faculty. This will hopefully contribute to the value proposition that will be used to source funding for payment of the CU presidents.</p> <p>For the second question, the first step will be to look into the level of support and resources that are currently available to each CU. This then aims to look into whether any CU need extra support for improved parity, and whether there is a case for a dedicated member of staff for CU support.</p>
Next steps	<ul style="list-style-type: none"> <li>• A first meeting of the Constituent Union Forum will be convened once all the CU presidents have been elected - likely at the end of this month</li> </ul>

	<ul style="list-style-type: none"> <li>• A Constituent Union Working Group will convene to break down the two questions into smaller area that will be investigated/consulted on</li> </ul>
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iii. Foster a sense of community for various student groups

Objective progress	<p><b><u>White City &amp; Hammersmith</u></b></p> <ul style="list-style-type: none"> <li>• After liaison with a White City Campus (WCC) support staff, an office space has been agreed to be used by the Union once a week – potentially to be used by clubs &amp; societies drops-ins or Union staff drop-ins</li> <li>• A member of the Advice Service will be based in WCC once a week</li> <li>• An activities space has also been liaised to be opened up for Union use – C&amp;S may be able to run Give it A Go (GIAG) sessions at WCC to attract students based at White City and Hammersmith</li> </ul> <p><b><u>Business School</u></b></p> <ul style="list-style-type: none"> <li>• A discussion has been initiated with Business School Directors to integrate the Union’s rep structure into their incoming undergraduate cohort</li> <li>• Business School has agreed to further integrate the Union’s elected PG Business rep into their Dean’s Student Advisory Committee structure</li> <li>• The potential to implement a Business School Constituent Union in the future once their UG cohort reaches a sufficient size has been positively discussed</li> </ul> <p><b><u>Postgraduates</u></b></p> <ul style="list-style-type: none"> <li>• The result of the Union’s Postgraduate research project will be published this month – the findings with community theme will be taken forward and actions will be subsequently formulated</li> </ul> <p><b><u>International students</u></b></p> <ul style="list-style-type: none"> <li>• The Union has initiated an international student research project</li> </ul> <p><b><u>Imperial Together Action Group</u></b></p> <ul style="list-style-type: none"> <li>• Co-chaired meeting of ITAG, a high-level college working group focused on community</li> <li>• Successfully pushed for the current action plan to be reviewed in order to be more student-focused</li> <li>• Working with the College’s comms team to output regular video updates to staff and students</li> </ul>
Next steps	<p><b><u>White City &amp; Hammersmith</u></b></p> <ul style="list-style-type: none"> <li>• Confirm and discuss the best use of the WCC office space</li> <li>• First trials of GIAG sessions at WCC</li> </ul> <p><b><u>Business School</u></b></p>

	<ul style="list-style-type: none"> <li>• Liaise with Business School the mode of integration of the current Union Business rep</li> </ul> <p><b><u>Imperial Together Action Group</u></b></p> <ul style="list-style-type: none"> <li>• Review the Imperial Together Action Plan and suggest student focused actions</li> <li>• Possible paper to the University Management Board in terms of College leadership visibility</li> </ul>
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iv. Build a relationship with the wider SU network for policy voice

Objective progress	<p>The following has been done that contributes to this objective:</p> <ul style="list-style-type: none"> <li>• ICU has joined the Russell Group Student Collective (RGSC) and has offered to host the next Away Day</li> <li>• Nathalie and I attended an SU conference at Manchester to meet the OTs of 20+ other SUs</li> <li>• A potluck was hosted at ICU to network with other London SUs</li> <li>• Discussed the idea of creating a non-NUS SU forum with the College's Director of Public Affairs</li> <li>• Working with the Public Affairs team to understand the impact of the Freedom of Speech Bill</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• Convene a meeting to discuss the idea of hosting an SU conference. This will be for much later down the line as this objective is not a current priority for this term.</li> <li>• Set up to host the RGSC Away Day, should they accept our hosting offer</li> </ul>

v. Demystify the Union by improving communication and increasing transparency

Objective progress	<p>The following has been done that contributes to this objective:</p> <ul style="list-style-type: none"> <li>• Pushed for an increase in video content from the OTs – new equipment has been purchased for this</li> <li>• Pushed for an increase in visibility of OTs and our work to students (eg. 100-day blog, Christmas card)</li> <li>• Set up regular meeting with the comms team to coordinate OTs comms and discuss possible contribution to this objective</li> <li>• Connected the College's comms team with the Union's comms team for a more aligned comms effort (Union comms now looking to be included in the College comms team's quarterly planning grid)</li> <li>• Built a relationship with the College's new Deputy Director of Comms focused on internal comms</li> <li>• Increase my/the Union's visibility to both staff and student by collaborating with the College for an interview published on the Imperial website</li> </ul>
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Next steps	<ul style="list-style-type: none"> <li>• Further discussion with the comms team on actions that could contribute to this objective (e.g. OTs impact page?)</li> </ul>
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vi. Other progress

- Attended a successful College Council meeting – successfully pushed for the OTs to be invited to the College Council lunch to network with Council members
- Connected with the College Council EDI champion and set up a successful meeting between her and the LCOs to discuss how College Council could contribute to EDI at Imperial– further meeting will take place
- Operation London Bridge
- Built a relationship with the new Imperial President – now have regular catchups set up with the President for the first time
- Gave welcome speeches in the Great Hall to freshers of all faculties
- Gave 6 graduation speeches over 2 days in the Royal Albert Hall (including at my own graduation)
- Became a member of the College’s Estates Strategy Committee (now known as the University Management Board Property Committee) and discussed returning students accommodation strategy
- Became a member of the College’s strategy working group – will contribute to green paper

**2. Jason Zheng (DPE)**

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

Objective progress	<p>I have been working very closely with the Education Office in the College to come up with our first joint NSS Action Plan. This is still in the process of being finalised; we have identified six themes, with two of these being Assessment and Feedback. The other themes are “Students as Partners”, “Wellbeing and Mental Health”, “Communication”, and “Learning Community”.</p> <p>The College is already planning on conducting a College-wide assessment map which will include dates of assessments, assessed learning outcomes for each assessment, as well as perceived load for both students and staff. This will allow the College to see which learning outcomes are being assessed more than once so that programmes can be better aligned. The aim of this will be to reduce student and staff workload, and therefore allow staff to better focus on providing good feedback for the assessments which do remain.</p> <p>Within the “Feedback” theme, we have three draft project ideas:</p> <ol style="list-style-type: none"> <li>1. Review the timing and structure of feedback provision.</li> <li>2. Review and evaluate the provision and uptake of training of Graduate Teaching Assistants.</li> <li>3. Explore expectations of feedback between staff and students, and the setting of benchmarks and standards that can be expected.</li> </ol>
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	<p>On Monday 21 November I held my first Research Academic Rep Forum. One of the agenda items was the PGR perspective of Graduate Teaching Assistants (GTAs) and how they are trained. It emerged that the Graduate School's training programme for GTAs is perceived to be inadequate in terms of both quantity (i.e. the number of available sessions) and content (what is actually delivered during the sessions). All GTAs are required to complete this training in order to work as a GTA, however this is not enforced across all departments. Some departments do not have enough GTAs to support undergraduate teaching so allow PhD students to work as GTAs without having completed the required training. There are only a limited number of sessions available per year, constraining the number of people who are able to complete the training. Furthermore, GTAs do not feel the training is specific enough. The provided training is very generic, however the method of marking a lab report, for example, is very different to marking a problem sheet, and guidance is required on how to mark each specific type of work.</p> <p>During the FoNS SSC on 23 November, we identified the Traffic Light system used within Life Sciences as a best-practice on tracking the timeliness of feedback. Usage fell after the pandemic started, however the Department is bringing it back. This would be good to introduce across the College if possible.</p>
Next steps	<p>I feel as though I am receiving pushback from some College staff on improving academic feedback – it seems that some staff want to first focus on looking at assessment load, as they believe that this will allow staff to write better feedback for coursework, since they will have less work to mark.</p> <p>I agree that reducing assessment load is an essential piece of work and will also help to improve quality and timeliness of feedback, especially since the College's Curriculum Review seems to have had the unintended consequence of increasing the level of assessment. However, I still believe that we need to focus on improving the quality and consistency of feedback across the College.</p> <p>At the time of writing, I have yet to hold a Taught Academic Rep Forum (this will be occurring on 28 November). This discussion is expected to include a significant discussion on Academic Feedback.</p> <p>I am also planning to work on the following areas:</p> <ul style="list-style-type: none"> <li>• Identify best practice from College departments and other HEIs</li> <li>• Work with CHERS/EDU to work on how train staff to provide good feedback</li> <li>• Clarify what staff and students expect in terms of feedback</li> </ul> <p>I must admit that I have yet to set up a formal “kick-off” meeting for this project due to time constraints and workload. I have also yet to draft a formal timeline of when certain actions should be</p>

	completed, though part of this is because the NSS Action Plan has yet to be finalised.
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ii. Review the College's Mitigating Circumstances procedure to ensure parity of experience, accessibility, and fitness for purpose

Objective progress	<p>The official kick-off meeting for this project happened on 11 November. I've also met with the Advice Service to gather their thoughts on the matter.</p> <p>In terms of student volunteers, I will be working with our Mental Health Officer, Disabilities Officer and RCSU VP Welfare (AML). Nathalie will also be working on this objective with me.</p> <p>We have identified a number of principles with which we want to approach this work:</p> <ul style="list-style-type: none"> <li>• Students should have the same experience regardless of their department</li> <li>• Claims need a faster turnaround</li> <li>• Students with disabilities should not have to submit claims when they have flareups</li> </ul> <p>Different departments have different methods for applying for MCs; it is therefore much easier for some students to apply than for others.</p> <p>AML has already done significant work on this area independently from me, including some research on policies in other HEIs and recommendations for FoNS.</p> <p>I have also identified that some departments use the MC process inappropriately – they have told students to submit a late MC claim when the original issue stemmed from a mistake by the department, rather than an unforeseen and unavoidable circumstance for the student.</p>
Next steps	<p>I will be setting up meetings with the following groups to discuss their views on the College's MC process:</p> <ul style="list-style-type: none"> <li>• Senior Tutors and Wellbeing Advisors</li> <li>• Disability Advisory Service</li> <li>• CHERS/CLCC staff (they teach students across the entire College, so have a good overview of practices in different departments)</li> <li>• Counselling and Mental Health Service</li> </ul> <p>I will also be asking the Advice Service to provide data on cases related to Mitigating Circumstances.</p> <p>This work may overlap across other procedures and policies that the College has for providing reasonable adjustments for students.</p> <p>The College's MC policy is scheduled for review in the 2023-24 academic year – I will liaise with Registry staff to identify which parts, if any, we could begin working on in this academic year. SLAB (Student Lifecycle Administration Board) has also scheduled</p>

	<p>in work for creating a College-wide MC portal for the 2023-24 academic year.</p> <p>I am also waiting for the Office of the Independent Adjudicator (OIA) to release guidance on MCs – I am expecting this before Christmas.</p>
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iii. Review the Union’s Academic and Wellbeing Representation Networks

Objective progress	<p>I have not been able to focus very much on this objective unfortunately, however I am not expecting it to be as heavy as the first two. I already have ideas in mind on what the outcome should be, but am waiting to consult with reps before proceeding.</p> <p>I also have reflections on our elections process for student reps following our Autumn Elections and By-Elections in November. We spend lots of operational resource electing and training reps which could potentially be better spent elsewhere.</p> <p>We have also identified that we lack a co-opting process for student representatives where these have been unfilled in our normal elections cycles.</p> <p>My current suggestions are thus:</p> <ul style="list-style-type: none"> <li>• Introduce a co-opting process for student reps</li> <li>• Where appropriate, shift the election of student reps from a central Union process to a local department-level process. Examples for this would include Horizons reps and many postgraduate reps. This is already the case for a large number of our postgraduate representatives.</li> <li>• Where there are multiple reps for the same position, disestablish those positions such that there is only one. For example, MechEng, EEE, and ChemEng each have two Departmental Academic Reps. There are also many duplicate year-level rep positions, such as in Bioengineering.</li> <li>• For EEE and EIE, combine the electoral roll for first-year since it is now a common course in first-year. Therefore, there would be only EE1 reps, rather than EEE1 and EIE1 reps.</li> <li>• Merge the academic and wellbeing year reps into a single “Year Rep” position.</li> <li>• Potentially elect Year Reps for Years 2 to 4 in the Leadership and/or Summer Elections, instead of the Autumn Elections.</li> <li>• Consider how we support and train reps once they are elected. One suggestion has been to provide more thorough and detailed training to Faculty and Department Reps, and allow these reps to then train Year Reps once they are elected.</li> </ul>
Next steps	<p>I will be discussing these changes at TARF on 28 November, and also have separate conversations with reps whose departments would be particularly affected.</p>



	We will need to think about what processes we will have to gather names for reps which are elected locally rather than centrally.
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iv. Other progress

Student Disciplinary Procedures Review Working Group

- Working very closely with Nathalie and Hayley on this to look at the College's procedures for student discipline.
- It has been very beneficial to the progress of this group for me to join the Working Group in addition to Nathalie and Hayley.
- Progress on this has been frustratingly slow due to the structure of the group. However, we are very close to finalising the new procedures in advance of Senate on 14 December.

Rep Training

- I have spent lots of time over the last few weeks training our newly elected year, department, and faculty reps.

Resits

- The Department of Bioengineering has decided to incorrectly interpret the College's Single Set of Regulations for Taught Programmes of Study so that they do not offer in-session resits to students who fail a module. They are then forced to take an Interruption of Studies and resit in the following year.
- I have been liaising with Bioengineering, reps, the Faculty of Engineering, College staff, and Registry to try to resolve the situation.
- As it stands, I will be working with the Registry to tighten up the language of the regulations to ensure that students will be offered in-session resits in the future.

TEF Submission

- I have been working with our Policy and Research Officer, Diptasri Basu, and the College's Strategic Planning team, on writing our student submission to the Teaching Excellence Framework which is due at the end of January.
- The OfS has released very limited guidance on how to write this submission.

Student Stakeholder Panel for Vice Provost (Education and Student Experience)

- The College is currently in the process of hiring a new Vice Provost (Education and Student Experience).
- I have been asked to chair the student stakeholder panel which is scheduled to take place in January.
- I am currently in the process of seeking out student volunteers to form this panel.

Interruption of Studies

- The Union has been approached by some students on interruption who believe that they should retain Union membership while they are on interruption.
- We have started some initial investigations into the feasibility of this (thank you to Phil Power who provided some very useful information and background on the matter).
- This is quite a complex issue as we are considering the reason why a student is on interruption – for some students it makes sense for them to retain full membership, however for other students this may not be appropriate.

UCU Strikes

- Union Council has recently passed a paper regarding the Union's position on industrial action by Unite and UCU this November.
- Researching, writing, and presenting this paper has taken up a significant portion of my time.

#### I-Explore

- Concerns have been raised by some College staff and students regarding the scheduling of compulsory I-Explore modules. The Monday sessions clash with many sports club trainings which take place at Harlington.
- I have proposed that the Monday and Tuesday I-Explore sessions be switched so the compulsory sessions are on Tuesday instead.

#### Staff Recruitment

- I have been on the recruitment panels for our Academic Representation and Impact Coordinator, Web Developers, and will be on the stakeholder panel for our Director of Membership Services.

#### Academic Misconduct

- I believe that the College's current approach to academic misconduct does a major disservice to students. Students are not properly taught or assessed to see whether they truly understand what academic misconduct is.
- I am (where I have the time and capability) trying to lobby for the College to focus more on prevention of academic misconduct.
- There is a very long backlog of cases within the Student Casework Team – by focusing on prevention the College will clear this backlog faster and improve student wellbeing.
- I am sitting on an academic misconduct panel on 28 November as well.

### 3. Nathalie Podder (DPW)

#### i. Cost of Living

Objective timeframe	<p><b>July:</b> Responded to the UUK consultation on the student response to the cost-of-living crisis.</p> <p><b>August:</b> Got invited to present our findings at UUK.</p> <p><b>September:</b> Presented at the annual conference for VCs at UUK.</p> <p><b>October:</b> Negotiated an increase to the Imperial College Bursary and Student Support Fund. Presented at the All-Party Parliamentary Universities Group on the Union and College's recommendations. Started co-chairing the College's cost of living working group.</p> <p><b>November:</b> Presented the Union's findings and recommendations at 2 more conferences (one for UUK, one for the Chartered Association of Business Schools). Kicked off a departmental survey on GTA Pay. Wrote a campaign statement with Greenwich SU on relaxing the part-time work restrictions on Tier 4 visas.</p> <p><b>December:</b> Collect data from other London universities on stipend rates and cost of living.</p> <p><b>January:</b> Commission financial modelling on increasing UKRI London weighting and maintenance loans in line with recommendations.</p> <p><b>February:</b> Present findings of financial modelling along with list of proposals at a debate sponsored by the House of Lords in collaboration with Hull SU.</p>
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Progress	<ul style="list-style-type: none"> <li>• We responded to a consultation done by Universities UK on cost of living with some of our research and recommendations on how to support students. I have since spoken at 3 higher education conferences on cost of living and was invited to give a presentation at Parliament on October 19<sup>th</sup>. You can read about my recommendations to the Government <a href="#">here</a>.</li> <li>• We got a £700,000 increase to the Imperial bursary. This includes a new extension in the bursary scheme to include care leavers, estranged students, and home students with a parental household income of £60k - £70k</li> <li>• The <a href="#">Student Support Fund</a> has more than doubled in size, from £400k to £900k. The maximum size of the grant per academic year has also increased from £4000 to £5000. The fund is also currently being streamlined to be more accessible to students with disabilities.</li> <li>• We got over 900 responses to a survey on cost of living for postgraduate research students and have been using this to lobby for changes on a national scale. Our next step will be to use this data to lobby for a review of the London weighting for UKRI stipends.</li> <li>• I was invited to co-chair a central College working group on cost of living with the Director of College HR. The aim of this group will be to collect and action suggestions from staff and students on supporting them with cost of living. Students and staff can submit their own suggestions by emailing <a href="mailto:col@imperial.ac.uk">col@imperial.ac.uk</a>. All responses will be reviewed individually by the co-chairs of the group (myself and Harbhajan, Director of HR).</li> <li>• We successfully advocated for the opening of a new staples shop on Sheffield walkway that sells food staples at wholesale prices. This is soon to be extended to other campuses.</li> <li>• Had a meeting with Greenwich SU to plan our approach to lobbying for an increase on part time work limitations for Tier 4 Visa students. We plan on reaching out to Chris Skidmore MP as he has flagged an interest in taking this further.</li> </ul>
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ii. Club, Society and Project Culture Review

Objective timeframe	<p><b>September:</b> Created active bystander and consent awareness training for leaders of clubs, societies and projects. Planned the operational measures in making this a requirement in eActivities.</p> <p><b>October:</b> Collaborated with ICUsToo (Imperial's student campaign group against sexual violence) and Advice in creating a campaign to raise awareness around Consent.</p> <p><b>November:</b> Regular working group meetings reconvened from last year. <a href="#">Action tracker</a> created and updated.</p> <p><b>December:</b> Completion of general and focused student consultation. General consultation will be followed by focus groups chaired by the Liberation Officers.</p> <p><b>January:</b> Data analysis and report writing; drafting of action plan.</p>
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	<p><b>February:</b> Presentation of findings to Clubs, Societies and Project Board (CSPB) and Council.</p> <p><b>July:</b> Integration of action plan into next academic year's AOP.</p>
Progress	<ul style="list-style-type: none"> <li>• Dylan and I implemented a new mandatory training course on eActivities for CSP committee members on <a href="#">Consent Awareness</a> and <a href="#">Active Bystander Guidance</a>.</li> <li>• I worked with ICUsToo (Imperial's campaign group against sexual violence) to publish a campaign on <a href="#">Consent</a>.</li> <li>• Dylan and I have drafted a set of consultation questions and hypotheses to review CSP culture, which will be used in our upcoming consultations.</li> </ul>

iii. Student Disciplinary Procedures Review

Objective timeframe	<p><b>September:</b> Submitted a proposal on halls of residence that was passed unanimously.</p> <p><b>October:</b> Raised concerns about our ability to make progress with Richard Martin (Director of Academic Services). Attended a working group organised by David Ashton (Academic Registrar) to come to an agreement on points of contention that were raised within the group.</p> <p><b>November:</b> Met with Hamish Common (member of College Court, 2000 Union President, and current barrister/prosecutor) to work through his recommendations. Draft was sent to College's central secretariat along with his recommendations for further legal review. Attended a conference from Westminster Insights on Safeguarding in HE.</p> <p><b>December:</b> Will be sent to Senate for final approval on December 14. Final workshop to decide policies relating to awards.</p>
Progress	<p>The following principles have been formally agreed on and recorded by the Student Disciplinary Procedures Review Working Group.</p> <ul style="list-style-type: none"> <li>• The outcome of a student disciplinary investigation and procedure can, and should be shared with the reporting party.</li> <li>• The rights and routes to appeal will be identical for both the reporting and responding party.</li> <li>• Safeguarding and risk assessments will be done by a case conference, which will be formed after the initiation of a disciplinary procedure (but may also be formed in higher risk cases in the absence of a formal report). Relevant expertise will be present in these case conferences (e.g. an SVLO will be present for cases involving sexual misconduct).</li> <li>• A care pathway will be mapped out by student services for survivors of sexual misconduct.</li> <li>• In the long term, the College will work towards developing the expertise to provide in-house mediation and training, in line with the principles of natural justice. These will be delivered by Student Services, separate from the Registry (which is in charge of administration and investigation for disciplinary casework).</li> </ul>

	<ul style="list-style-type: none"> <li>• A case management system will be implemented, along with additional caseworkers in the Registry team, with the aim of reducing timelines.</li> <li>• Cases will normally progress whilst active police involvement is ongoing. If the College is directly asked by the police to pause its proceedings, then it will do so for a maximum of up to 3 months.</li> <li>• A single point of contact will be identified to support students at the outset of a disciplinary procedure. For responding parties, this is likely to be in the remit of the Union's Advice Service (as they are separate from the College and are better able to convey neutrality and objectivity).</li> </ul>
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iv. Union's EDI Strategy

Objective timeframe	<p><b>August:</b> Staff away day and workshopping</p> <p><b>September:</b> Board level discussion on themes.</p> <p><b>November:</b> Attempted meeting with Koreo and the Board's Task and Finish Group. Revision of terms of reference for the Task and Finish Group.</p> <p><b>December:</b> Finalising work with Koreo</p> <p><b>January:</b> Commissioning of part time researcher to complete data analysis and formation of KPIs.</p> <p><b>February:</b> Drafting of strategy and action plan</p> <p><b>March:</b> Consultation with student leaders, Union staff and College stakeholders</p> <p><b>May-June:</b> Development of Final Draft</p> <p><b>July:</b> Final approval from Union Council and Board of Trustees</p>
Progress	<p>I raised frustrations about Koreo's lack of responsiveness and underperformance at Board level. The plan is now to finish handing over the remainder their work to our team so that we can complete the data analysis and formation of KPIs on our own timeline. Conversations have been taking place via the Director of Finance &amp; Resources on renegotiating Koreo's pay in accordance with the terms set out by the tender, in the hopes that we can use the remaining budget to commission the analysis of the data that College provided.</p>

v. Review of Student Housing

Objective timeframe	<p><b>October-November:</b> Met with College Council's Property Committee</p> <p><b>January:</b> Create survey and methodology</p> <p><b>February:</b> Student and College stakeholder consultation</p> <p><b>March:</b> Data analysis and report writing</p> <p><b>May:</b> Presentation of findings and recommendations to College stakeholders</p>
Progress	<ul style="list-style-type: none"> <li>• Had meetings with members of College Council's Property Committee to discuss their strategy towards providing accommodation for returning students. Advocated for the College to take up soft nominations from an external</li> </ul>

	provider in order to provide good quality, affordable housing for returning students near Hammersmith.
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vi. Institutional Wellbeing and Mental Health Strategy

Objective timeframe	<p><b>October:</b> Filmed a World Mental Health Day video with Hugh Brady, the Officer Trustees and the Liberation Officers. Met with Edward Peck (England's Student Support Champion for HE).</p> <p><b>November:</b> Sent an initial list of consultation questions to Edward Peck for student unions. Got started with the College's Institutional Mental Health and Wellbeing Strategy Steering Group</p> <p><b>December:</b> Will finish reaching out to other student unions to gauge their interest in the consultation. Led a joint initiative with Move Imperial to run a mental health campaign during exam and assessment season.</p> <p><b>January – July:</b> Continued work on the College's Institutional Wellbeing and Mental Health Strategy.</p>
Progress	<ul style="list-style-type: none"> <li>• Was invited by Edward Peck (HE Student Support Champion for England) to take the lead on student consultation in creating a framework for supporting students with mental health in higher education. Was invited to take the lead on consulting student unions in his work.</li> <li>• Got invited to join the College's Institutional Mental Health Strategy Steering Group. (This will take the lead on developing the College's new Mental Health Strategy).</li> </ul>

4. Niamh McAuley (DPFS)

i. Union Sustainability & Ethical Finance Strategy

Objective timeframe	<p><b>December:</b> Reporting on other university and union strategies/policies</p> <p><b>March:</b> Draft Union strategy/policy to be made by and presented</p> <p><b>May:</b> Union strategy/policy to be finalised for approval</p> <p><b>Ongoing:</b> Using position in College committees to push for stronger decisions &amp; transparency / Integrate sustainability and ethical finance decisions into new Union strategy / Ensuring our events and venues are more sustainable.</p>
Progress	<p><b>Meetings</b></p> <ul style="list-style-type: none"> <li>• I attended the Socially Responsible Investment &amp; Engagement Monitoring Panel (SRIEMP) at the end of September, which gave a positive update on where College is. Their framework for monitoring engagements should be finalised before the new year, with a meeting in December to test it and decide what disengagement looks like.</li> <li>• Also in September, I attended the Grantham Advisory Board and dinner with representatives from LSE Grantham, Imperial Grantham, and the College. In November, I was also invited to attend the Grantham Annual Lecture &amp; Dinner, which is a great opportunity to meet key stakeholders in the College for this objective.</li> </ul>

	<ul style="list-style-type: none"> <li>• I've attended the Campus services 'Going Greener' meetings this term as the Union representative, alongside Sital, with positive feedback on our Welcome Fair in terms of waste.</li> <li>• Grantham Imperial have begun monthly meetings with Imperial Climate CSPs to collaborate on ideas, including a sustainable career fair.</li> <li>• Will be attending the College Sustainability Strategy Committee early December.</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>• I am currently the Imperial College lead on the London Student Sustainability Conference, which will happen 20<sup>th</sup> February at King's. I'm leading the Student Delivery Group which will start 6<sup>th</sup> December and develop into creating a London Student Sustainability Network. As of 14<sup>th</sup> November, we had 2 Imperial sign-ups to present out of 11, which is 2 more than last year!</li> <li>• As I sit on Sustainable Imperial, I've also been involved in planning for Sustainability Week alongside multiple staff from college. At the moment I'm leading the first day, themed 'Climate Crisis', and am working to get more CSP involvement for additional events throughout the week.</li> <li>• Held the first Environmental &amp; Sustainability Forum on 21<sup>st</sup> November, with a turn-out of 8 individuals for the hybrid meeting. It went really well, and is promising that we have very enthusiastic students interested in this topic!</li> <li>• In my spare time, I started a weekly night class on climate change and the climate crisis at Imperial which has been beneficial in educating myself further on these issues and making some great connections!</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>• I delayed starting my main goal when planning my Project Initiation Document (PID) as I knew I'd be playing some catch-up with committees and general knowledge.</li> <li>• Before the new year, I'll begin pulling together sustainability strategies/policies/etc of other universities and unions and present these at my forum for a discussion on what students would like to see in our strategy and the College's.</li> </ul>

ii. Allergen Review

Objective timeframe	<p><b>Term 2:</b> Review current option availability for dietary requirements across campuses</p> <p><b>Ongoing:</b> Advocate for consistent allergen labelling across outlets; Review student needs and satisfaction with current options</p>
Progress	<ul style="list-style-type: none"> <li>• The College is running a Catering &amp; Retail Services Review with Red Brick which will look at what students and staff want across central London campuses, in terms of mainly retail &amp; food. As of 23<sup>rd</sup> November, they have completed the in-person workshops with staff &amp; students from North Acton,</li> </ul>

	<p>Hammersmith, White City, Charing Cross, and South Kensington. Initial results will be released mid-December. A staff and student survey will be released January, with final results released to the group March.</p> <ul style="list-style-type: none"> <li>The College has plans to implement an allergen booklet that will be consistent across all outlets. Discussions with Karl Scholfield (Head of Special Projects &amp; Strategy) and Maria Svensson-Grigsby (Health &amp; Safety Compliance Manager) from Campus Services in November have agreed that a working group between the Union, Campus Services, Estates, and our external suppliers would be required to plan the framework of this. We will wait until the Services Review (above) to conclude to begin this work, as that review may result in changes to the stakeholders involved.</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>Initial objective timeframe has been delayed due to the progress above. Once outcomes from the survey and our own tender has been approved, a new project plan will be looked at.</li> </ul>

iii. Postgraduate Services

Objective timeframe	<p><b>October:</b> Facilitate PG Welcome Events  <b>March:</b> Get PG feedback on our services through surveys and/or focus groups. To be implemented during summer term.  <b>Ongoing:</b> Revive regular activity at h-bar / Work with College to provide an evening food service for 2023</p>
Progress	<ul style="list-style-type: none"> <li>We successfully ran multiple postgraduate focused events throughout Welcome this year, with our Postgrad Party selling out (I attended, personally had a blast with Tinie Tempah).</li> <li>Venues team released a general events survey mid-November, which will hopefully gain postgraduate specific responses as well.</li> <li>The h-bar quiz has been running Tuesdays since the start of term with a regular turnout of at least 5 teams. The relaunch quiz had a total of 28 teams, with some having to be turned away for capacity.</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>We'll be implementing feedback from the events survey in the new year, including for Re-freshers.</li> <li>The objective to revive evening food service has been put to one side for the moment as food service at 568 and Reynolds are still facing issues.</li> </ul>

iv. Venues Back to Basic

Objective timeframe	<p><b>December:</b> Reviewing and tendering for our 568 kitchen service  <b>Ongoing:</b> Implement new staff training scheme / Review beverage service at venues / Implement a regular calendar of events across venues / Receive regular student input &amp; feedback.</p>
Progress	<p><b>Venues (general)</b></p> <ul style="list-style-type: none"> <li>So far, we have regularly had h-bar and Reynolds open weekly at the hours agreed. Despite a few early issues with Reynolds</li> </ul>



	<p>due to miscommunications between the two teams, it's been running smoothly since then.</p> <ul style="list-style-type: none"> <li>The Reynolds Refurb is steadily coming to a close, with (hopefully) sign off from the College for payment to allow the work to be done over summer term.</li> </ul> <p><b>Staff team</b></p> <ul style="list-style-type: none"> <li>The Venues Team finally had all posts filled with Joe &amp; Joel joining the team 3 weeks ago, which means we can look forward to planning our goals for B2B. I was involved in the interview panels for 3 of these roles back in September.</li> <li>In September, we hosted a casual staff Back to Basics training day. This focused on training all our student staff on the Union and the meaning of their roles as casual workers, and then an additional session for basic bar staff training on pouring drinks and safety in the venue.</li> </ul> <p><b>Events</b></p> <ul style="list-style-type: none"> <li>Venues team released a general events survey mid-November, which feedback from can be implemented in the new year.</li> <li>The new security firm have seen some issues, especially over Welcome as it was a busy period, but the team have been engaging them in regular meetings to address problem areas and we have seen improvements.</li> <li>At the start of this term, we turned over the kitchen menu to decrease the overall size of it and introduce cheaper items alongside the general price increases. So far, a tender for different options to move forward with in regard to the kitchen haven't been successful, and we'll be continuing with the current menu and agency staff into the new year.</li> </ul>
Next steps	<ul style="list-style-type: none"> <li>Training and award schemes for the staff still need to be implemented and will be worked on for the new year.</li> <li>The survey feedback will be utilised to direct our events for 2023, including Refreshers</li> </ul>

v. CSP Systems & Processes (Budgeting)

Objective timeframe	<p><b>December/January:</b> Creating the new budgeting system on eActivities and training.</p> <p><b>January - March:</b> Launching annual budgeting.</p> <p><b>April/May:</b> Appeals, scaling, board approval, and reviewing the process.</p> <p><b>June/July:</b> Overall review of our processes for going into the new year.</p>
Progress	<p><b>Budgeting</b></p> <ul style="list-style-type: none"> <li>Phil, Systems, has begun the framework on eActivities for a budgeting system. This will be a new framework that will seamlessly pass through the various stages of review and be exported into excel for Dylan &amp; I to scale final grant allocations down. We are on track for this to be done before Christmas.</li> </ul>

	<ul style="list-style-type: none"> <li>Dylan &amp; I have begun on the Budgeting Policy, to be reviewed by CSPB 24<sup>th</sup> November and approved 15<sup>th</sup> December.</li> </ul> <p><b>General processes</b></p> <ul style="list-style-type: none"> <li>35/39 of the Activities Teams new processes have been launched, with the help of Freshdesk launching mid-October as a ticketing system for emails. There has been unprecedented use of these processes, leading to some delays, but improvements are being made in response to regular CSPB feedback <i>e.g. updating the risk assessment template; looking into automated emailed updates on the position of event/trip proposal submissions.</i></li> </ul>
Next steps	<ul style="list-style-type: none"> <li>Work needs to be done for the training for the new system, as well as our procedure for appeals, ringfencing, and scaling.</li> <li>Work on improving our current processes and information is constantly ongoing in response to student feedback.</li> </ul>

### Other updates

- First meeting for Summer Ball has occurred (second by the time Board read this, likely the third when scrutiny do). I'm hosting the first Events Forum Monday 5<sup>th</sup> December which will look to getting initial student input onto the planning, as well as looking to develop a Summer Ball Focus Group from that.
- I've spent a lot of time doing the operational, non-objective, *less-fun* side of my job like eActivities processes, sponsorship forms, and attempting to respond to finance questions with decent success so far.
- For Board: Apologies that I can't make the meeting! I'm finally taking some annual leave and will hopefully be in Brussels. If you have any further questions, feel free to interrogate me on teams when I'm back in office December 5<sup>th</sup> ♥

## 5. Dylan Hughes (DPCS)

### i. Deliver process improvements for CSP activity

Objective timeframe	<p>October: By end of Welcome Fair: Launch new forms and processes for students.</p> <p>November: Begin initial consultation on Digital Transformation, a long-term project to completely overhaul ICU systems. Initial steps include a requirements gathering phase, which would be used when comparing external 3<sup>rd</sup> Party providers to in-house systems.</p> <p>December: New budgeting process to be developed for January budgeting round. Budgeting policy to undergo extensive review</p> <p>January: All new October systems operating within timeframes, all CSPB committees operating within timelines. New Activities and trips policies reformed and processes governing these functioning within timeframes.</p> <p>End of year: Decisions made regarding in-house vs external systems and funding allocated for Digital Transformation project. Should internal systems be pursued, opportunities for student involvement created and publicised.</p>
Progress	<p>By and large, these objectives have been met, if not exceeded. 35/39 (89%) of forms have been relaunched through the new</p>

	<p>Podio platform (an interim solution whilst the Digital Transformation project is initiated). Of our currently measured service outputs, 20/24 are running on or ahead of schedule. All subcommittee deadlines (ADF, Trips &amp; NAC) have been met on time and are projected to continue to do so.</p> <p>One process that may merit more detail is the co-opting process, as this has been mentioned in the DPE section of this paper. This process has been launched to allow CSPs to easily fill positions that remain vacant after election cycles. Initial interest has been very high.</p> <p>Work has also begun to review the financial health of ICU societies. A “sick list” of struggling societies is being created, which would allow better coordination in assisting societies with financial trouble in returning to sustainable operating methods. This would also allow more detailed analysis of societies with “excessive” money.</p> <p>The reviews of numerous CSPB policies, most notably the budgeting policy, are currently underway. The budgeting policy review is covered in DPFS objectives. Further policies and processes that are being/ have been reviewed include the ADF process, Trips process and policy, New Activities process and policy, the creation of a Strike Policy and associated process and more.</p> <p>There are still some sticking points. The minibus service continues to perform poorly. Rigorous internal analysis has been undertaken to determine the best course of action, and a paper has been taken to FAR for consideration.</p>
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ii. Deliver/innovate a centralised sponsorship opportunity for CSPs

Objective timeframe	<p>End of Term 1: Establish working group to define a sensible solution to sponsorship. Within this group, define a sponsorship structure. Potentially reach out to some companies to gauge initial interest.</p> <p>End of Term 2: Open up opportunities to Sponsor the Festival of Sport, include this in the possibilities of a long-term sponsorship &gt;1 year. Sponsor would be within ethical finance framework covered in DPFS objectives.</p> <p>End of Term 3: Long-term sponsor found and selected/undergoing audit.</p> <p>Ongoing/When possible: Ethical sponsorship framework applied to CSP sponsorship, with Union support to find alternative sponsors should any current ones require termination.</p>
Progress	<p>Connects with Objective v (Deliver a Festival of Sport with LSE). Conversations have begun to procure a large sponsor for the event, with counterparts at LSE leveraging their own connections to find interested candidates. Deciding on whether these are suitable relies on the outcomes of the College’s SRIEMP, currently expected in December. Should the Union deem the resulting policies in line with its values, sponsors will be contacted that fit</p>

	<p>with these. If not, more work will be necessary to establish our own ethical sponsorship framework, and will of course affect when potential sponsors are first contacted.</p> <p>A working group has been established to create the sponsorship framework. When appropriate, consultation with stakeholders such as CSP leaders, MGs and CUs, and College departments such as Advancement, Careers and Move will be included. Move aimed to procure a large sponsor for all sports clubs last year, but so far none have been selected.</p>
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iii. Deliver improved advertising and outreach opportunities to CSPs

Objective timeframe	<p>This objective is heavily connected and reliant on objective i and the Digital Transformation project. The timeline is, therefore, subject to change depending on the success on these other projects. However, some basic milestones can be set.</p> <p>End of Term 1: Review of how CSPs currently engage with both members and non-members. This is extensively related to the CSP Culture Review in DPWs plan. Additionally, a review of the services available to CSPs is to be conducted, especially to those things defined as “Projects”. This would allow us to define what opportunities should be available to non-CSP student groups, and adapt our support for these.</p> <p>End of Term 2: Actions defined and taken to address the shortcomings discovered in Term 1.</p>
Progress	<p>Consultation with MGs, Union Council’s SFE and ICU staff have revealed a demand for more opportunities for CSPs to advertise. A current suggestion is to apply for funding for a large screen that CSPs can book screentime on (seconded by Sports MG Chair). A funding proposal for College has been drafted but not yet submitted, as further consultation as to the need of such services is required to justify the spending (well in excess of £50K).</p> <p>A project group for this objective has been created. Initial consultation will focus on student demand, specifically from those not currently acting as ICU Clubs or Societies. Initial discussions have been had with 2 non-student groups. Current sentiment appears to be that both online and in-person advertising is under provisioned. Should further research suggest that in-person advertising justifies the large amount of funding necessary for setup, the aforementioned funding application will go to College.</p>

iv. Reduce the environmental impact of CSP activity

Objective timeframe	<p>This has largely been absorbed in DPFS aims on general sustainability improvements. I will still lead on CSP aspects and contribute heavily to internal measurements. The revised plans are as follows:</p> <p>End of Term 1: Coordinate with Move Imperial on their sustainability badge. This could include collaborating on improved incentives, improving communications around the badge, and expanding similar schemes to societies not affiliated with Move.</p>
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	<p>Also begin initial consultation with students on sustainability for CSPs.</p> <p>End of Term 2: Analysis of the feasibility of waste/carbon measuring by a third party to be complete.</p> <p>End of Term 3: Should a third-party footprint measurement be appropriate, begin the tender process to contract a company for the next academic year. Should a third-party company be deemed inappropriate, internal measurement possibilities are to be considered.</p>
Progress	<p>A large part of this workload is currently with DPFS. Conversations with Move around the sustainability badge have begun, but progress has not been made with ICU involvement in promotion of the scheme or similar schemes for non-sports groups. This will begin before 2023. Much time here is spent attempting to create a productive relationship with Move Imperial, which currently does not work well for students or staff.</p> <p>Initially, it was suggested that a large part of CSP emissions originate from minibus usage. However, due to the aforementioned review of the minibus service, the funding application proposed for electric minibuses has been put on hold.</p> <p>I am also active in the SFE forum in gathering ideas for CSP sustainability. An informal paper is going to the next forum to gather thoughts on proposals such as reusable bottles and cups are venues, as well as an open discussion for further ideas. These will also go to CSPB.</p>

v. Deliver a Festival of Sport with LSE

Objective timeframe	<p>November: Confirm which sports societies are interested in taking part:</p> <p>December: Confirm a date for the event. Reach out to non-sport societies about taking part. Also, as in objective ii, contact companies about the potential for sponsorship of the event (also relies on SRIEMP).</p> <p>January: Logistics planning begins, marketing material completed.</p> <p>February: Promotion starts, tickets go online</p> <p>March: Event takes place</p> <p>April: Post-mortem – what went well with the event, and if we chose to continue it into the next year, what could be improved</p>
Progress	<p>This is very much on schedule. We have agreed a date, a venue and have written statements of interest from over 20 groups at IC alone with similar strong interest at LSE. One notable omission from the plan is Rugby, as both rugby clubs have stated they would prefer their events to take place at another venue in isolation.</p> <p>Steps are now being taken in conjunction with my counterpart at LSE to find large sponsors for the event. The budget for the event is also being discussed.</p>

	<p>There are also discussions internally about the potential of expanding this to become an even larger event between 4 of London's most well-known Universities (UCL, KCL, LSE and Imperial), but this would not come to fruition for at least a year and is dependent on success in the Imperial – LSE Festival of Sport proposed for this year.</p> <p>We are also working on the possibility of a full Beit takeover for the afterparty.</p>
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### **DPCS - Other Updates:**

There are many other areas of work that fall outside these objectives but are nonetheless necessary. These include:

- Applications for consultation on space remodelling. This covers 2 applications made to the President's Community Fund for funds required to assess the possibilities of remodelling 2 large spaces:
  - o Firstly, the ICU Snooker Room and neighbouring Meeting Rooms are a very inefficient use of space. Money has been requested to conduct a feasibility study around removing the walls between these spaces so a large, multi-use room can be created. The snooker tables would be moved elsewhere. Although this has a large impact on the Snooker Society, the application has been supported by the other trustees at ICU, as well as MG Chairs representing in excess of 7,000 CSP members.
  - o Secondly, the West Basement at ICU is not currently used effectively. An application has been made similar to the above, requesting funds for a feasibility study on remodelling the space, especially the storage rooms. The spaces are currently heavily used by CSPs that conduct a large portion of their activities at Harlington. Therefore, funds have been requested to purchase 2 containers that could be placed at Harlington (or even at campus, the beauty is that these can be moved). These would be remodelled to contain storage units for CSPs (as has been done successfully at other universities), freeing up valuable space in the West Basement.
- An application for a Student Experience Fund. This was made to the IC Trust recently. IC Trust currently provide ICU with funding for both Trips and Projects.
  - o Conversations with College representatives revealed that there may be an appetite for IC Trust to expand their funding for the purposes of helping financially disadvantaged students more specifically, as current funding is non-targeted
  - o Conversations with DPW around the current Cost of Living Crisis and financial barriers to participation revealed that a targeted fund may be extremely beneficial to a large number of students.
  - o Data supplied by DPW was used in a proposal sent to IC Trust suggesting the creation of a £50,000 Accessibility Fund, later renamed to the Student Experience Fund.
  - o Feedback from IC Trust is expected by mid-December
- The recruitment of staff at ICU
  - o A new Managing Director has been included
    - This has meant a new Director of Membership Services must also be recruited, which I am on the panel for.
  - o I interviewed multiple candidates for the Helpdesk, which is now well staffed and receives positive reviews
- Sitting on a College student disciplinary panel

Like the DPFS, a lot of time has been spent doing more operational tasks. This has included:

- Processing requests on eActivities, Podio and other such systems
- Managing the proper spending of IC Trust funds (we are expecting to send back tens of thousands of pounds).

These are included to argue that, in the long term, operational roles should not be major functions of the DPCS role. At present, these occupy a substantial portion of time, limiting progress in other areas.