

**Imperial College Union
Board of Trustees / 19 July 2023**

Managing Director Update

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

Decision: To note

1. Key Projects / Work Delivered

Key projects and work I have been involved in include:

- i. Development of the new Union Strategy by July 2023. The substantive work of the strategy development has been completed. Once the Board has agreed the document, changes will be incorporated, and the strategy will begin the implementation phase.
- ii. Key Events. The Summer Ball was successfully delivered with highlights of the event within the video link: <https://youtu.be/hil1RHoQ0dQ>. Much of the credit for the success is down to the planning, preparation and dedication of the staff teams. The Deputy President Finance and Services and Deputy Venue Manager Events and Income led the project. We sold 2571 tickets, exceeded budgeted targets in both ticket and bar sales collectively generating almost £137k.

The teams did a magnificent job putting the event together and delivering such an important and memorable event upon the student experience and building student communities on campus. Over the coming weeks we will be seeking to debrief with all key stakeholders and plan for next year to make the event more memorable.

Planning is now underway for Welcome 2023.

- iii. Annual planning and budgeting rounds: The 2023-24 Union budget is to be approved at this Board meeting. The operational planning round that aligns with the budget is on track to be completed and 2023-24 operating plans will be brought to the Board's September meeting.

Overall the planning round has resulted in a better outcome for operating plans, they are now aligned with budgets and there is more cohesion between team's plans. Priority areas like health and safety, and officer priorities will also be factored into plans this year. There is some refinement of the process that needs to be undertaken to ensure a more seamless process including a longer timeframe for development and in future years a synergy with the strategy and operating plans.

- iv. Recruit and develop SMT. The Director of Support Services permanent recruitment is about to commence. The new Director of Commercial Services, Rob Pegg, will commence their role at the Union on 14 August 2023.
- v. Complete the Back to Basics strategy. The delivery of the Back to Basics work is ongoing with a number of completed activities including the new manager and staff toolkit, people and culture

plan 22-23, officer support 22-23, behaviour framework & reward and recognition, forward agenda for SMT and Management Committee, business planning approach, risk management approach, health and safety training matrix and action plan, policy tracker, skills matrix, digital transformation tender and the scheme of delegation. These have all been fundamental pieces of work to help shift the Union to deliver its basic operations effectively.

The Back to Basics programme of work will now be subsumed into the enabling plan that underpins the strategy. This plan will aim to embed the already completed pieces of work as well undertaking further work to ensure the Union is a well run organisation that enables the delivery of its high level goals, mission and vision.

- vi. Support the Sabbatical Officers. The Certificate in Student Leadership 2023-24 is being developed and will run from the Summer. The wider support offer for Officer Trustees has been led by the Director of Membership Services with a full induction and support offer being provided.
- vii. EDI. The EDI plan has seen the launch of 'quick wins' aimed at making the organisation a more inclusive employer. The DPW has also completed the CSP culture review which will be factored into the EDI plan's priorities. The participation data is still being analysed, there have been significant issues with the data. Whilst the Union has been able to provide all data related to members participation with its services, the College has not been able to provide all the demographic data to our timeframes. We are now in a position where the data is currently able to be analysed by the Union researcher and a full EDI plan will be launched before term one 2023.
- viii. Digital Transformation. The tender process has concluded with the successful system supplier being SUMS. The digital project now moves into the implementation phase with a timeframe aiming to fully implement SUMS delivered for August 2024.
- ix. Health and Safety Audit. The audit has been concluded and a health and safety action plan being finalised on the 4th July. This is now being embedded in operating plans and actioned.

3. College, Sector and other Updates

3.1 College

As previously updated, there has been an ongoing industrial dispute between the College and all three of the recognised trade Unions at Imperial for the majority of the 2022-23 academic year regarding the local pay award, and the national dispute regarding pensions. The College has now communicated it intends to implement the 2023-24 pay award without the Trade Union's agreement to it. The College will uplift the Union block grant for the Union to meet its pay award obligations to staff. It is likely the dispute between the College and its relevant trade unions will continue, how this impacts students in the 2023-24 academic year is yet to be confirmed. We will continue to monitor this and respond accordingly.

As previously updated, the College is developing its own long-term strategy, this strategy launch has been delayed and shifted to December 2023. The Board should note this in the context of our own

strategy confirmation. We are confident that the Union strategy is reflective of the consultation findings and have high confidence that the consultation was effective. That said, SMT and Officer Trustees will undertake work to ensure that our strategy still aligns with stakeholders over the summer.

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. The Union appraisal process will be undertaken and concluded prior to the September Board, this will include the MD appraisal and objective setting led by the President and Chair of the Board. Therefore an updated set of objectives will be brought to the September meeting for information, these will be aligned to the Union strategy and subsequent priorities.

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	Ensure all core Union services have relevant service level agreements and associated KPIs.	Sustainable resources and infrastructure

process and system improvements by July 2023.	Finalise development and implementation of Back to Basics programme of work.	Great people and culture
Develop a comprehensive organisation-wide EDI strategy, action plan and annual EDI report by February 2023.	<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>
Support the Sabbatical Officers (OTs, ICSMSU, Felix) to be effective in role with a formal induction and objective setting process.	<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>
Deliver People and Culture Plan by February 2023.	<p>Review current People and Culture plan to ensure its meeting organisational priorities.</p> <p>Complete competency framework including for casual student staff.</p>	Great people and culture