

Imperial College Union  
Board of Trustees / 18 September 2024

**Managing Director Update**

Author(s): Tom Newman (Managing Director)

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

Decision(s): To note

**1. Key Projects / Work Delivered**

Alongside the work contained in the Board papers, updates on key work and projects linked to delivering the organisations and my personal objectives are below.

- i. Enabling Plan. Work has been progressing on the Enabling Plan of the strategy. The Sustainability Strategy was approved at the Board, we are now working on implementation as well as starting [Green Impact](#) this term. The Commercial Strategy is a core piece of work contained within the plan and will be critical to funding strategic priorities in the medium to long term. You will see other elements of the enabling plan contained in team and SMT objectives for the year, a large focus is also to continue the development of 'silent processes' with all senior manager objectives containing a focus on service improvements.
- ii. People and Culture. The Summer is a period for reflection and we are completing annual appraisals, all of which will be completed by the end of September. The ambition is organisational goals/objectives inform team objectives which in turn inform individual ones. We held a staff away day in August, focussing on organisational priorities and team development. We continue the delivery of ILM level 5 qualifications for our operational managers.
- iii. Officer Support. Officers began their new roles and we are concluding the first phase of their summer induction. This has included in house training, some external conferences and the start of the Executive Education programme. We are focussing on bringing in the ICSMSU President more into the support of the core Union, this will include their participation in the Executive Ed sessions. All officers and sabbaticals have a SMT mentor, and a buddy to support them in their role as well as their trustee trio (for OTs).
- iv. Annual planning and budgeting rounds. We have now completed the majority of the 24/25 development phase for annual planning. We will now be undertaking the periodical review of budgets and plans.
- v. Board subcommittees: Since the Board last met, we have held the first meeting of Finance, Audit and Risk, and Governance and Membership of the year.
- vi. Funding. The Union's new funding agreement for 2024/25 & 2025/26 is agreed. The new staff roles should be being recruited in September and we are at the time of writing waiting for College HR to confirm the grades of all roles. This is a slight delay to our original timeframes but is outside of our control.

- vii. White City. There has been a Summer pause in meetings for White City. The next meeting takes on 8 October 2024. Through my objectives there are some clear deliverables to ensure the Union is clear on its expectations of what it requires at White City.
- viii. Building Works. A number of summer works have taken place over the Summer primarily in the Venue including upgrades to seating and new sound and lighting- funded by the Union. We have confirmed budget from the University for replacement flooring in various activity spaces but the works will need to be undertaken in 2025. We have positive indication the College will fund improved access control, and we are now liaising on the detail including the timeframe. We are undertaking requirements gathering to inform a user brief for a transformational bid to develop the Union building at South Kensington, again this is reflected in my objectives as priority work.
- ix. Democracy and Corporate Structure Review. This project has kicked off, and is now in the evidence gathering phase. We expect initial reports to be being presented to Board at the November meeting.
- x. Complaints and Disciplinary. Our complaints and disciplinary procedures have improved over the last academic year. Having a dedicated Complaints Officer means we are keeping to our timeframes as defined in the Bye Laws and complaint procedures. We had a Health and Safety related complaint received regarding the Summer Ball, this was investigated and found to be unsubstantiated, and closed with no further action required. A complaints summary and report is received by the Governance and Membership Committee annually.

## 2. College, Sector and other Updates

The implementation of the Higher Education (Freedom of Speech) Act 2023 has been paused by the Government pending further review. The Board approved our policies that would have made the Union compliant with the legislation if this had not been paused. We are awaiting further instruction from the OfS.

## 3. MD Objectives 2024/25

As well as 'overall delivery of the Union's strategy', six areas have been identified for particular focus this academic year for myself:

Objective Description	Actions Required	Key Result	Strategy Alignment
To oversee the delivery of the strategy including Vision, Values, KPI's and operational department plans.	To develop Annual Objectives and Key Results with Managers and seek Board approval for the plan 2024-25 To allocate SMT and Manager key responsibilities and accountabilities To deliver operational departmental plans To support Officer Action plans, linking to manifesto and strategy To review KPI's for strategy for years 24/25 & 25/26.	Updated balanced scorecard. Team, SMT, OT objectives delivered.	Strategy Delivery
Provide Improvements in Union Services (digital,	Prioritised capital plan for Beit.	Agreed Capital Plan	Enabling Plan

physical and customer services) and ensure core Union services are aligned to growth at White City.	Multi Campus Operating plan including White City business case. Funding case for White City Union operations. Commercial strategy to include multi site offer. Oversee the implementation and development of enhanced data reporting in order to measure/monitor service performance as well as add value to strategic delivery. Establish service baselines for key services Agree targets for key services and monitor	for Beit by July 2025. Agreed operational plan for White City. Commercial Strategy. Digital Strategy. Service improvement plan.	
Enable the delivery of financial model/budget and sustainable commercial growth in line with the Union strategy.	Develop Commercial Strategy To oversee the budget management for the year. To develop a multi year financial strategy linked to service growth.	Longer term financial plan developed.	Enabling Plan
Lead the development and implementation of the People and Culture Strategy.	Oversee the delivery of the people and culture strategy through the people team. Prioritise key areas of wellbeing, development and EDI work. Introduce better reporting metrics for People. Complete a casual staff engagement strategy. Appraisals and PDPs in place for all staff. Complete HR service level agreement with College.	Increased staff satisfaction. Reporting metrics for HR.	Great People
Lead the Democracy and Corporate Structure Review	Coach and enable the project team to deliver the democracy and corporate structure reports Coach and enable the implementation.	Democracy and Corporate Structure Review Report.	Advocacy and Influence, Strong Governance and democracy