

TRUSTEE BOARD**COVER SHEET**

Title:	Managing Director Report
Agenda item:	Item 8
Action requested:	<p>Please select one:</p> <p>For decision Board to agree:</p> <ul style="list-style-type: none"> • An extraordinary Board meeting at the end of November / early December to discuss and approve the strategy. • A launch event at the start of January to promote the new Strategy. <p>For discussion Board thoughts / input on:</p> <ul style="list-style-type: none"> • Areas for new appointments to focus on including online retail, marketing for social enterprises and day-to-day democracy <p>For information Rest of report</p>
Executive Summary:	<p>Please summarise:</p> <ul style="list-style-type: none"> • This paper highlights recent developments of note and upcoming organisational opportunities; • Areas for new appointments to focus on including online retail, marketing for social enterprises and day-to-day democracy • To adopt recommendations, or alternatives, that set out the final stages of strategic plan ratification and launch
Summary of recommendations:	<p>Please use bullet points</p> <ul style="list-style-type: none"> • An extraordinary Board meeting at the end of November / early December to discuss and approve the strategy. • A launch event at the start of January to promote the new Strategy.

**Imperial College Union Board of Trustees
Managing Director's Report
October 2016**

The summer

It has been a busy few months for the Union and I'd like to thank Board members for their contributions throughout the summer in ensuring a positive induction for the Officer Trustees and in developing the strategic plan outline to its current position.

There have been several significant changes in staffing over the summer.

We have changed elements of governance support and Rebecca Coxhead left the Union after 11 years of service. We will be continuing a review of democratic structures and processes, especially Union Council and would like to thank Becca for her commitment to the Union and wish her the best of luck for the future.

We conducted a significant recruitment drive to permanently fill the Head of Student Voice & Communications position. We were impressed with the standard of shortlisted candidates and ultimately delighted to have appointed Andrew Keenan from 1st August. Through the process we highlighted two elements of the role for developments. These were around Marketing of our Social Enterprises and revitalising our day-to-day democratic processes and structures and I look forward to working with Andrew to address these and other areas.

After 7 years service to the Union, our Retail Manager, Jondene Cottrill, retired at the end of September. We will miss Jondene's experience and wish her well for her retirement. The recruitment process gave us an opportunity to review our retail operations and we have highlighted our online service as a particular focus for improvement in the coming year. We are delighted to have appointed Robert Smith who starts with us in mid-November.

Finances – 15/16 and investment budget 16/17

The details have been scrutinised by Finance & Risk committee so I will not dwell on these here but 2015/16 was another big positive step in terms of the Union's finances. In a year when substantial unbudgeted costs were approved to boost student facing services, the overall surplus target has been significantly exceeded with corresponding positive impact on our reserves position. Recognition and thanks to the Management team for their collective responsibility across the organisations finances of course supported incredibly well by the finance team.

This has further boosted the Union's financial standing and helped to underpin the investment budget for 16/17. There has been a positive start to this financial year also with Social Enterprises performing strongly across the board. Obviously very early in the year but August Management Accounts show the Union £43k ahead of budget to date. September accounts are not available at the time of writing this report.

National Student Survey – NSS

The NSS results this summer have seen lower satisfaction for both Imperial College and Imperial College Union. Time has been allocated on the Board agenda to discuss this further but for now it is important to note the fantastic work done by the Education & Welfare team including the Officer Trustees in forming the Union's response to the NSS results. The speed and quality of the response has been exemplary and has resulted in the College adopting all

of the recommendations made. Furthermore it has strengthened our position in shaping the educational experience of our students and developed our working relationship with College.

Strategic Plan development

Following the Board meeting at the end of September the latest iteration of the draft strategic plan has been developed and circulated separately to this. This version is currently being used in consultation with: college staff led by myself and Nas; targeted student focus groups led by the Officer Trustees; and an online survey supported by physical presence around campus.

I would like to discuss the final stages of sign off and launch of the new strategy by board. My proposal would include:

- An extraordinary Board meeting at the end of November / early December.
- Final amendments made, design completed and physical copies printed in December.
- A launch event at the start of January to promote the new Strategy.

Club and Society Health and Safety - Slovenia Caving incident

Board members will be aware of the incident on the caving club trip to Slovenia this summer. I am pleased to report that the affected student is comfortable in walking around and has retained involvement with the club. Processes in place were well adhered to and resulted in a positive outcome to this incident. The club has initiated a review into its procedures following the incident and when this is complete I will submit a final report including any changes to procedures.

The number of Clubs and Societies running a wide range of activities and trips is a huge plus point for the Union and of course our members. We are committed to providing the support for these Clubs and Societies so that together we are ensuring that all activities are as safe as possible with all appropriate mitigations in place to minimise risk. This is featured in our Strategic Risk Register and will continue to be a priority over the coming strategic cycle.

Relationship building and collaboration

More structured work on building relationships will follow the completion of the strategic plan in the form of a relationship / partnership strategy. It is noteworthy here that relationships across college continue to strengthen and in particular with Sport Imperial as we work towards delivery of the Be-Active strategy. Current relationships we are developing include those with Citizens UK and London community of practice (a new network of Student Union MD's / CEO's) as we explore the role that we should play outside the immediate Imperial Community.

Jarlath O'Hara
Managing Director
October 2016