

**Imperial College Union Board of Trustees
Managing Director's Report
October 2017**

The summer

As always, the summer has been a busy time of transition for the Union. It is a vital period in terms of inducting and training our incoming Officer and Student Trustees as well as many of our key student volunteers. *Our Strategy*, amongst other less explicit references, commits us to “*Develop, diversify and expand our training programme to allow volunteers to plan their progression and prepare them to hold roles of responsibility within the Union and beyond.*” We have certainly responded to this and have delivered a significant increase in the quantity, variety and quality of training with some of the totally new sessions including: Constituent Union Presidents; Active Bystander; and Liberation Officer training.

We also used the summer as a time to review and plan for the year ahead. We commissioned a **Health and Safety review** which I expand upon in **Appendix A**. Our **Health and Safety incident report** is in **Appendix B**. We are doing well in encouraging reporting of near misses and incidents – there are no major incidents or concerns in this period.

The other major review was for our **Liberation Officers** and looked at the systems, training and all-round support and development of these officers and their campaign priorities. We have already identified and enacted several quick wins from the recommendations report and the all-important task now is to work with the liberation officers to develop an action plan on the back of these recommendations.

As we entered the first full academic year of the strategy, we developed **Our Plan** - a detailed plan that sits across each team and displays the specific tasks and projects that each team will be delivering towards ultimately achieving our strategic objectives. As has been discussed, there is a need to develop a **balanced scorecard** that demonstrates how the Union is achieving across a broader range of measures but without the detail contained within *Our Plan*. Two early versions of a balanced scorecard are attached as **Appendix C** to be discussed in the Board meeting for future development. My recommendation is that we pursue a scorecard based upon our strategic objectives and therefore align well with impact reporting and greater clarity on progress towards achieving our strategy.

Staffing

As previously referenced, we have experienced a **high level of staff turnover**. I have included a brief summary report of the numbers and primary factor behind these departures as **Appendix D**. Driven by our strategy but also in response to the turnover, I am in the process of developing a People Strategy which will have oversight from Appointments & Remuneration Committee.

Following a period of consultation, I have also made some **structural changes** in particular around our **Social Enterprises**. The detail is set out in **Appendix E** with the highlight being the creation of a Head of Commercial Services to provide strategic and business development capacity. These changes will move us closer towards our strategic aim of being “*a well-run, sustainable and*

functional organisation, positioning people and resources to best serve our members now and in the future.”

Finances

As usual, finances are covered within Finance & Risk minutes so I will not expand in depth here. 2016-17 ended as another very strong financial performance which is a credit to the hard work across the Union on both income generation and cost control. It also adds weight to the movement to being bolder and more ambitious with our budget setting as discussed during the 2017-18 budget discussions. This change in financial culture means that we have set more stretching targets and as such we have seen a variable start to the year. Though trade from the BBC proms did not provide the increase we budgeted for within Beit Bars, all other areas have achieved or bettered their budgets which should provide significant reassurance given the previous concern on dependence on Beit Bars. The overall picture is a positively balanced one and means that we are closer towards maximising impact for current members whilst ensuring mid and long-term stability.

This report has effectively formed a cover note for the series of Appendices. The final one being our updated **Crisis Communication Plan** as **Appendix F**.

Jarlath O'Hara
Managing Director
June 2017

Appendix A - Union Health and Safety Update

The Union has made a strategic commitment to creating a step-change in our safety management practices. There are two primary purposes for the development of this work:

- Legal and compliance including to demonstrate appropriate systems and measures to auditors, regulators or inspectors.
- To develop the safety management awareness and skills of all those involved, namely: student participants; student volunteer organisers; student and permanent staff.

The vision for this is, within a year, to:

- Have the ability to pull out safety management records for any area, Club, Society & Project or team.
- Have appropriate training, delivered by a combination of Union, governing bodies and others.
- Have increased the profile of H&S in a positive way - recognition schemes are in place and best practise is celebrated.
- Ensure checks are performed and recorded regularly and we can provide assurance that this happens.
- Be able to demonstrate all of the above.

Recent progress

We commissioned an external review of our Clubs, Societies & Projects (CSPs) existing Risk Assessments. This proved to be a very useful process that highlighted a number of operational improvements and recommendations. The research was reassuring in confirming that there is a high level of good practise amongst our CSPs but it did highlight a need for consistency and sharing of best practise between CSPs. Another key feature of the recommendations, and as already highlighted above, was to ensure that our training programme was appropriate, especially for student leaders.

In response to this, the following training has been delivered to student leaders since August:

- Officer Trustee and Constituent Union President induction on safety management, incident reporting, incident response and handling.
- 1x general First Aid Completed.
- 2 x Pitch side First Aid Courses completed.
- 1 x outdoor/fieldwork First Aid Training Course.
- Risk assessment training covered in Officer Academy in the event management section.
- Introduction talk to Reynolds where we covered safety management of events.

Further steps that are planned in the coming months:

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- An additional 1 x general First Aid Course.
- Management Group training to take place, where they will be trained in safety management of their clubs.
- All societies have been emailed out and recommended to go on relevant First Aid Course.
- Separate safety sessions being put on in next couple of months.
- Launch of a system requirement of completion of yearly risk assessment before students get their financial responsibility approval.
- Safety is being established as a key strand of the new CSP accreditation scheme.

College H&S Audit

The Union had a College H&S audit in late September. This looked at a range of aspects of H&S across the Union with a deep-dive on our Motor Clubs. We are yet to receive the formal report but have had an initial feedback session with the Audit team. Again there was lots to be positive about but the clear message coming through was a need to formalise the structures, including responsibilities, around our safety management.

We are due to receive the Audit report soon and will be issuing a management response by the end of October. Crucially we will formulate an action plan with respective timelines that sets out the next steps over the coming months and years to embed the step-change that we are targeting.

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Appendix B – Health and Safety Incident Report

TABLE ONE: FACULTY INCIDENTS OF NOTE occurring since the last meeting (Period 24 June – 15 October 2017)					
<ul style="list-style-type: none"> • KEY AREAS OF CONCERN • PROCEDURAL OR POLICY ISSUE/CONCERN • CHEMICALS/SUBSTANCES/CONTAMINATION/BIO-HAZARDS • EQUIPMENT FAILURE • SECURITY 					
No	Description	Department(s) affected	Implications	Action Required (if any)	Status
	KEY AREAS OF CONCERN				
Ref: IN008514 Incident Date: 27/06/2017 20:41 Location SK	Incident Type: Medical Issue (NOT work related) Exact Location: The Union Bar, table 21. Details: During a Faculty of Life Sciences bar night in The Union Bar, a lady who had been present all night, stood up at table 21, swayed around for a few seconds and the stepped backwards and fell hitting her head against the back wall. She was then laid on the floor conscious for around 4 minutes, before sitting and then standing up. It is worth noting that she was noticeably intoxicated before and after the incident. It was advised that as she was responsive, there was no bleeding and the impact had not looked very hard, that an ambulance was unlikely needed. She was advised that she should however still go to A + E to check her head for injuries. After she had sat up however, she refused to let anyone help her, and became very rude to her colleagues for around 15 minutes. After this she was taken home by her daughter, despite the recommendation to get her head checked at a hospital.	IC Student Union Beit Quad Bars	Minor injury/ bruising to the head	ICU senior manager reviewed incident with bar manager. CCTV of incident reviewed. Event was a private staff function. There was no prior indication that the guest was intoxicated. Bar staff and fellow guests responded appropriately with immediate first aid and advice. Bar managers and staff debriefed after the event and reminded staff of the responsibilities and need to remain vigilant in observing customers alcohol consumption. However, the profile and behaviour of guests prior to this incident did not raise any concerns. NFA required	Closed

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<p>Ref: IN008544 Incident Date: 27/06/2017 12:20</p> <p>Location: Germany</p>	<p>Incident Type: Other Injury Report By: Student Society Leader</p> <p>Details: Traffic collision between Imperial College Minibus and local cyclist, outside Schusterhausl, Germering (near Munich), during Imperial College Wind Band tour. Whilst turning into driveway of hostel, cyclist approached entrance on cycle path. Both minibus and cyclist slowed down, I misinterpreted the cyclist to be stopping. When I moved forward, he also accelerated, and a collision occurred at low speed (less than 5 km/h). Cyclist hit front of minibus and fell over. Minor damage to bike and minor injuries to cyclist (grazed knee). As far as I can tell, the minibus was not damaged, and neither the driver nor passenger were injured.</p>	<p>IC Student Union Student Activities</p>	<p>Minor injury grazed knee</p>	<p>Immediate response to the call to ICU was efficient and effective providing appropriate support to driver and students. Incident response was managed by Student Activities Manager (SAM) and team with the assistance of ICU senior managers. SAM has debriefed accident with the driver in person to understand the circumstances of the incident. SAM has also debriefed with SA team at ICU to take advantage of any lessons learned to improve procedures, response and training.</p> <p>Driver incurred Euro 500.00 fine locally.</p> <p>SAM liaised with College Insurance Team and provided full details of incident.</p> <p>NFA Required</p>	<p>Closed</p>
<p>Ref: IN008598 Incident Date: 27/06/2017 10:44</p> <p>Location: SK</p>	<p>Incident Type: Fire Incident Report By: Student Society Leader</p> <p>Details: During routine maintenance of the car, the inlet valves were incorrectly replaced. Upon the first test run, the car briefly exhausted through the carburettor, forcing hot partially burned atomised petrol backwards into a stream of oxygen. This was immediately detected by the three club members, and the engine shut off, the water hose activated and the fire promptly extinguished within 10 seconds with the aid of one of the garage's foam fire extinguishers.</p> <p>No damage was done to the car, however, the fire extinguisher is in need of refilling.</p> <p>Exact Location: The carburettor fire took place directly outside the garage, just off prince consort road.</p>	<p>IC student Union Student Activities</p>	<p>No Injury or damage to property</p>	<p>Incident investigated by Student activities Manager with consultation and input from Fire Safety Team. Extinguishers replaced.</p> <p>Internal College Safety Audit of Motor Clubs is scheduled for 26.09.17</p> <p>NFA</p>	<p>Closed</p>

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<p>Ref: IN008530 Incident Date: 29/06/2017 18:00 Location: SK</p>	<p>Incident Type: Other Injury Report By: Student Society Leader</p> <p>I was leaving the Jazz&Rock Practice room in the Union's west basement. As I left I hesitated as I realised I needed to go back in. I therefore turned around but my hand remained statically inside the door. As I turned around, the door shut and squashed my finger. My finger immediately had a small black/red bulge of about 3mm diameter. I went to the nearest bathroom and placed my finger under cold running water for 10 minutes. The injury does not seem serious.</p>	<p>IC student Union Student Activities</p>	<p>Minor injury to finger</p>	<p>Treatment Details: finger held under cold running water</p> <p>After Treatment: Resumed normal activities</p> <p>Email to student to check on welfare.</p> <p>NFA</p>	<p>Closed</p>
<p>Ref: IN008582 Incident Date: 10/07/2017 12:50 Location: Krakow Poland</p>	<p>Incident Type: Medical Issue (NOT work related) Report By: Union Staff Member</p> <p>Details: Student required medical attention whilst abroad with Imperial College Big Band (ICBB). He was admitted to the University of Krakow Hospital (UoKH) where he received medical care until his discharge in the early hours of Tuesday 11th July. The incident was compounded by the group's schedule to return by air to London Gatwick (LGW) on Tuesday 11th July. There was a large period of uncertainty during which it was unclear whether the student would be returning with the group. Fortunately, his speedy recovery to the point of being discharged with a Fit to Fly Certificate (FtFC) resolved this issue.</p>	<p>IC student Union Student Activities</p>	<p>illness Abdominal pain</p>	<p>Student Activities have requested an opportunity to meet with the casualty to debrief incident and identify areas for learning and improvement in communication with College. Student has not accepted an invitation to meet with ICU to discuss the incident.</p>	<p>Closed</p>
<p>Ref: IN008616 Incident Date: 17/07/2017 18:33 Tolminski Migovec Location: Slovenia</p>	<p>Incident Type: Other Injury Report By: Union Staff Member</p> <p>Details: While on a caving trip to Slovenia, the caving trip were camping on a mountain and a lightning bolt hit the ground 20-30 feet away from their campsite.</p>	<p>IC student Union Student Activities</p>	<p>Tinnitus/stiffness in limbs</p>	<p>Student Activities team provided guidance and support over the phone and logged incident.</p> <p>Follow up meeting and report from club will be actioned when they return to College.</p>	<p>Closed</p>

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	Everyone is ok, and there were no serious side effects. Most of the group suffered from tinnitus for a few hours and a few members of the group suffered from shock and stiff legs through ground conduction. One of the group returned home early (we think because of the incident but not confirmed yet) and visited the Dr's to make sure everything was ok. Dr's cleared him.				
Ref: IN008797 Incident Date: 21/09/2017 16:00 Location:SK	Incident Type: Work Related Injury Report By: Union Staff Member I was setting up coffee station in the theatre and had to move a cage full of electrical cables left in the way of the plug socket, whilst moving the cage I caught my left hand.	IC student Union Social Enterprise / Student Activities	Minor injury to hand	ICU Senior manager discussed with Staff member and inspected area identified in incident. NFA	Closed
Ref: IN008761 Incident Date: 07/09/2017 03:00 Location: Gainseville, FL USA	Incident Type: Other Injury Report By: Union Staff Member Details: At 03.00 on Thursday 7 September. a member of the A Capella Society Tour group fell and hit their head. The student was taken to a local hospital in Gainesville, Florida by the Tour leads to be assessed. The student was admitted for the night and discharged the next morning (08/09) and deemed fit to continue with the Tour. Initial Treatment: Yes - Hospital Treatment Details: Assessed for likelihood of concussion & any associated illness to the injury	IC student Union Student Activities	Head Injury	Student Activities spoke to Group Leader to provide advice on insurance and check casualty was fully recovered and did not need further assistance. In addition, conversation was had to ensure club itinerary was not affected by hurricane Irma.	Closed

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	<p>After Treatment: Resumed normal activities Injury Detail: Other injury or condition: Head</p>				
<p>Ref: IN009833 Incident Date: 07/10/2017 04:00 Location: SK FiveSixEight bar</p>	<p>Incident Type: Work Related Injury Report By: Union Staff Member</p> <p>Details: A member of staff was putting the shutters down. The shutter got stuck on an item resting on the bar surface. Another member of staff pushed the item out of the way, causing the shutter to drop on his hand.</p> <p>Name: student staff member Involvement: Injured/Affected Person Severity of Injury: Minor (first aid)</p> <p>Initial Treatment: Yes - First Aid at scene Treatment Details: Ice pack to hand to reduce swelling. Could move all digits. No loss of sensation.</p> <p>After Treatment: Resumed normal activities Injury Detail: Bruising: Hand Injury Detail: Bruising: Finger</p>	<p>IC student Union Social Enterprise</p>	<p>Bruising: Hand/finger</p>	<p>Manager inspected shutters and spoken to IP. NFA</p>	<p>Closed</p>
<p>Ref: IN009851 Incident Date: 11/10/2017 23:10</p> <p>Location: Charing Cross, Reynolds Building, 0G: Ground Floor</p>	<p>Incident Type: Other Injury Report By: Student</p> <p>Details: IP (injured person) slipped and fell in the foyer, hurting her knee.</p> <p>Responsibility: Other Services, IC Student Union, School of Medicine ICU Activities Exact Location: In the main foyer outside the toilets</p> <p>Name: Student Involvement: Injured/Affected Person Severity of Injury: Minor (first aid)</p>	<p>IC student Union Social Enterprise</p>	<p>Sprain to knee</p>	<p>First Aid applied at scene. NFA</p>	<p>Closed</p>

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	<p>Initial Treatment: Yes - First Aid at scene Treatment Details: Ice applied to injured area, IP checked for shock After Treatment: Sent or taken home Injury Detail: Sprain or strain injury: Knee</p>				
<p>Ref: IN009862 Incident Date: 14/10/2017 00:00 Location: Charing Cross, Reynolds Bar</p>	<p>Incident Type: Other Injury Report By: Student staff member</p> <p>Details: Student removed her flip flops on the dance floor. She cut the base of her foot - a very small cut, under 5mm and superficial.</p> <p>Her foot was cleaned with an alcohol wipe and a plaster applied. First Aid at scene Treatment Details: Alcohol Wipe. Plaster</p> <p>Exact Location: Inside the Reynolds Bar, on the front section of the dance floor.</p>	<p>IC Student Union, School of Medicine</p>	<p>Minor injury cut to foot</p>	<p>NFA</p>	<p>Closed</p>
	<p>PROCEDURAL OR POLICY ISSUE/CONCERN</p>				
<p>Ref: IN008561 Incident Date: 24/06/2017 23:00 Location: SK</p>	<p>Incident Type: Work Related Injury Report By: Union Staff member</p> <p>Details: I took a step off of the Queen's Lawn Terrace after the fireworks had finished at the Summer Ball and rolled over my foot, hurting my ankle. I had been keeping students from entering the terrace during the fireworks, which was a slightly agitating experience. I went to leave to go to another area to calm down, and missed the step down from the terrace. As a result, I landed on my right foot unexpectedly, rolling it over before recovering. I was attended to by First Aid there on the night (ankle was iced and wrapped), and subsequently has some swelling for another few days after the event.</p>	<p>IC Student Union Social Enterprise</p>	<p>Minor injury sprained ankle</p>	<p>ICU senior manager debriefed with casualty and with event management and emphasised the importance of personal safety and the risks related to pressure and fatigue on large events. Learning from this was discussed and reflected in the event debrief and evaluation.</p> <p>NFA</p>	<p>Closed</p>

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<p>Ref: IN009858 Incident Date: 12/10/2017 14:00</p> <p>Location: South Kensington, Beit Quadrangle, Ground Floor Exact Location: Union Bars: Cellar</p>	<p>Incident Type: Work Related Injury Report By: Union Staff Member</p> <p>Details: Injured Person: Union Staff Member - (Bar Supervisor):</p> <p>I rolled a Keg (East Cost) the safest way from Behind 568 in the Cellar to behind the Union Bar as it needed a spare Keg ready for service in the evening and to free up space to the next day delivery. Once I had it where it was needed, I lifted the keg from one side so that it would be upright ready for connection it slipped from my hand and landed on my toe. I left the cellar and immediately informed another Supervisor for assistance. He then prepared a bucket with some ice for my foot (toe). I was still able to move my toe so to show no signs of any breakage, It was on the part of my nail, all blue from bruising and much throbbing, 1 hour later from continuously dunking my foot in the iced water, there was still much throbbing pain. 2 managers were also informed, no need for A & E as I don't think anything is broken. Union, Union Staff & Sabbatical Officers</p>	<p>IC student Union Social Enterprise</p>	<p>Bruised toe</p>	<p>Head of SES spoke to injured person and manager. Protective steel toe capped shoes/boots are provided and RA requires them to be worn.</p> <p>Management action required to ensure all relevant staff are reminded of policy and that it is enforced.</p>	<p>Closed</p>
	<p>CHEMICALS/SUBSTANCES/CONTAMINATION /BIO-HAZARDS</p>				
	<p>EQUIPMENT FAILURE</p>				
	<p>SECURITY</p>				
<p>Ref: IN008587 Incident Date: 12/07/2017 21:00</p> <p>Location: Santiago, Chile.</p>	<p>Incident Type: Security Incident Report By: Union Staff Member</p> <p>Details: ACC Hockey are currently on tour in Santiago, Chile. At 16.00 local time (21.00 London) on Wednesday 12th July, the club were having lunch at a nearby restaurant from their hostel (Hostel providencia). The student left her bag in the care of her fellow teammates to visit the restroom. Upon returning to their table, she noted that had bag</p>	<p>IC student Union Student Activities</p>	<p>Theft of personal property</p>	<p>ICU Reception staff were notified at 12.30 GMT and passed on the message to Student Activities Coordinator (SAC) who contacted the individual and ran through a list of questions as per the incident checklist to determine the details of the incident and to arrange a call back with the student. SAC was informed that the student had a meeting arranged at the local embassy (9.30 local time/14.30 London) to arrange for an emergency</p>	<p>Closed</p>

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	<p>was missing. The conclusion was made that it had been stolen; it contained her passport, her purse (containing all debit cards) and a \$500 imprest (the trip contingency fund). The student called the local police and was subsequently provided with a report. Union Responsibility: Other Services, IC Student Union, Athletic Clubs Committee Groups Exact Location: Santiago, Chile</p>			<p>travel document to be issued. It was also noted that the remainder of the party had at this time made their way to the airport to catch their flight back to the UK. The student had arranged a flight back to the UK at 19.30 local time (00.30 London). SAC advised the student to make alternative arrangements with the hostel in the case that the documents could not be issued the same day. SAC also advised the student to contact their insurance provider in the meantime. SAC arranged a call back with the student at 11.00 local time (16.00 London) to advise on next steps. SAC confirmed that student had received travel documents and checked onto flight to begin return home.</p>	
<p>Ref: IN009830 Incident Date: 04/10/2017 22:30</p> <p>Location: SK, Beit Quadrangle, 0G: Ground Floor</p>	<p>Incident Type: Near Miss Report By: Union Staff Member</p> <p>Details: At approximately 23:00 in metric club of the beit venues a bottle neck formed on either side of the entrance. To prevent the possibility of people getting crushed the fire exit door on the side of the venue was opened to create a point of egress and therefore open a two way traffic system.</p>	<p>IC student Union Social Enterprise</p>	<p>Near Miss</p>	<p>Senior Manager inspected area with Social Enterprise Manager the following day.</p> <p>Incident was managed effectively and alternative adjacent fire exit doors were used to relieve the congestion. Access/ egress to Metric is managed through one door to assist with flow management and reducing noise pollution to Beit Quad.</p> <p>Multiple fire exit doors are available in the space which help mitigate hazards such as crowd/ crush related injury, and SIA Security door staff deployed to manage access /egress to the space</p> <p>ICU are consulting with Estates Services to explore opportunities for modifications to doors to improve access/ egress.</p> <p>ICU have inspected the space with Senior Fire officer on 16.October and are consulting with IC Fire Department to</p>	<p>Closed</p>

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				review Risk Assessment and to mitigate crowd control risks.	
<p>Ref: IN009832 Incident Date: 06/10/2017 22:45</p>	<p>Incident Type: Near Miss Report By: Union Staff Member</p> <p>Details: At approximately 22:45, during the Fresher's Ball event in the Union Building, a bottle neck of customers built up at the door between the Foyer and Metric. This led to a build-up of customers both sides of the door. The large amount of people attempting to go through a very small door meant that a lot of people were squeezed into a small space. This resulted in a potentially dangerous situation, and if not acted upon by the security and managerial staff, could have led to a crush. The fire exit had to be opened to allow for a one way system to be enacted, so the area could be cleared.</p> <p>Exact Location: Metric/Foyer door Location: South Kensington, Beit Quadrangle, 0G: Ground Floor</p>	<p>IC student Union Social Enterprise</p>	<p>Near Miss</p>	<p>Senior Manager inspected area with Social Enterprise Manager the following day.</p> <p>ICU are consulting with Estates Services to explore opportunities for modifications to doors to improve access/ egress.</p> <p>ICU are consulting with IC Fire Department to review Risk Assessment and to mitigate crowd control risks.</p>	<p>Closed</p>

Appendix C – Balanced Scorecard

This paper outlines a suggested approach for our balanced scorecard reporting. The measures included at this stage are early indicative criteria rather than specific measures and the layout is not the proposed final format. I propose that we develop our reporting against the 15 strategic objectives in the manner of the first example rather than in the more traditional balanced scorecard model as the second example. Each objective has two or three measures which, when fully developed, would be given RAG ratings each month allowing focus on the Red / Amber areas as appropriate. The RAG ratings here are again indicative at this stage given that specific measures are not included.

This approach would help to drive our impact reporting, which will of course be expanded upon and supported by case studies etc. It would also provide increasing clarity on the ways that we will ultimately be able to demonstrate that we have delivered our strategy in the years ahead.

I would particularly appreciate a discussion on the overall approach and of course specific comments are always valued.

Proposed approach

FOR YOU

- We will cultivate student communities by understanding our membership and meeting their needs.
 - Membership statistics
 - Constituent Unions supported to develop strategic development plans
 - Action plan following research and data analysis on not / involved student groups
- We will inspire an “Imperial-for-life” mind-set that encourages students to maintain an active role in their Imperial communities once they graduate.
 - No of Life memberships sold
 - No of events for alumni with value added for current members
- We will have the strongest and most inclusive democracy of any students’ union in the United Kingdom.
 - Increased number of students engaged at non-SK campuses
 - Highest UK election turnout (50%?)
 - Increased democratic engagement outside elections

FOR YOUR SUPPORT

- We will help every student who comes to us in need.
 - No of students helped by welfare services
 - % of known academic appeals who use the advice centre
 - Speed of resolution for student query / request
- We will nurture a community in which students and staff are compassionate, respectful and supportive of one another.
 - Successful implementation and growth of Wellbeing Representation Network
 - Develop a buddy scheme for students returning from interruption of studies
 - Increased number and profile of Union staff and events throughout welcome week.
- We will act in partnership with Imperial College London and relevant expert organisations to most effectively improve the well-being and welfare of our students.
 - Joint well-being strategy launched with College.
 - Joint Active Lifestyle strategy launched with Sport Imperial
 - Partnerships with demonstrable positive outcomes for students

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FOR YOUR DEVELOPMENT

- We will be recognised as leaders for the value that our activities add to students' personal and professional development.
 - Increased 'new' participation from non-volunteer students.
 - Long term - Demonstrable positive impact of involvement in Union Activities / Development on future career
- We will provide volunteers with systems, staff support and funding to enable them to maximise the impact of their roles.
 - Embedded accreditation scheme which CSPs strive for recognition through.
 - Systems developments demonstrably improve student / volunteer experience.
- We will develop, diversify and expand our training programmes to allow volunteers plan their progression and prepare for roles of responsibility within the Union and beyond.
 - No of students trained through Union sessions - % increase
 - Training needs analysis carried out for volunteers

FOR YOUR VOICE

- We will ensure that every student knows how to improve their experience inside and outside of Imperial.
 - Number of issues that we champion to point of resolution
 - Liberation review action plan embedded
- We will reinforce the importance of global citizenship to our students and the ambassadorial role they have in local, national and international communities.
 - Active Bystander Intervention training delivered to key roles
 - No of events celebrating diversity during liberation days / weeks / months
- We will support students so that their voices are heard, and communicating the impacts of student-led change.
 - Impact reports that emphasise the work of all our students and representatives (not just Union staff and Officer Trustees)
 - Student Academic Choice Awards delivered with increased celebration and communication

YOUR UNION

- We will develop long-term financial strength through growth in non-member income, enhanced financial modelling, and balanced investment plans.
 - Budget unders / overs
 - Sponsorship, investments and external income growth
 - Retail conversion rate
 - New ventures developed
- We will foster a culture of continued progression to attract and develop the best people (students, volunteers, part-time and full-time staff).
 - No of development opportunities (% completed feedback)
 - People Strategy launched
 - Investors In People accreditation
- We will stay true to a direction set by our values, unique history and a strong moral compass.
 - Values – what decisions driven by or evidence of living by our values.
 - Partnership Framework on student disciplinary issues
 - Complete our governance review

Traditional approach

Finance

- Budget +/-
- Membership sales
- Sponsorship / external income
- Efficiency of resource allocation
- Productivity (how do we define this?)
- Return on investment?
- Development expenditure (that which is above and beyond replacement)

Students (Customer)

- Wellbeing (what is the state of student wellbeing? How measured?)
- How many issues do we champion to a point of resolution (ie campaigns)
- No of advice cases (v last year / last month)
- Academic feedback
- Wellbeing rep feedback
- No of complaints (and time to resolution)
- Communications (social media) measures
- Broad focus groups on how students feel towards Union
- GOATing

People (Culture / Values?)

- Turnover
- Sick days / absence reports
- Staff survey (key questions)
- No of development opportunities
 - o Courses
 - o ££ spent
- Quarterly spot check (rather than only annual staff survey)
- % PDRs complete
- Reviews (liberation / Felix / H&S)
- Democracy (and / or in students)
- Leadership
- Inclusivity (and / or in students)
- Partnership (and / or in operations)

Operations

- No of accidents
- No of near miss reports
- Ratio of near miss to incident
- Speed of resolution
- Zero RIDDOR incidents
- No's trained across H&S range
 - o Food hygiene
 - o 1st Aid
- Env health / hygiene award
- CSP Risk Assessments
 - o No we have
 - o No of "inspections"
- No of / what systems developments
- No of new initiatives

Appendix D – Staff Turnover Summary Report

This paper provides an overview of the staff who left the Union during 2016-17 with a categorised summary of the primary factors identified for their departure within their exit interviews which were all conducted with me.

Primary reason for leaving	No of staff	Average time at the Union
Relocation	5	3 years, 6 months
Change in personal circumstances – eg retirement, end of contract or total career shift	2	6 years, 5 months
Positive development opportunity	6	2 years, 0 months
Lateral opportunity / dissatisfied	4	2 years, 11 months
Performance management	2	18 months
Temporary contract	1	6 months
Total	20	2 years, 9 months

20 out of 65 Full time staff positions within the academic year therefore represents a **30% turnover rate** which is considered high by national average standard though is not unusual with what other Charities and Unions are experiencing within London at the moment. We are involved in a group that is looking into this trend across Unions and Charities and I will report back on findings.

The average duration of employment of leavers over the year was **2 years and 9 months**. This is a relatively healthy time period and provides some support for the anecdotal notion that the Union went through a significant period of growth between 2012 and 2014 and that people have developed since then and naturally come to move on over the last year. 11 of the 20 individuals joined the Union in that time period (2012-14).

We have experienced a high number of relocations (5) which, along with the change in circumstances (2) and temporary contract (1) are factors beyond our control. The pattern with relocation out of London is worth monitoring though as it could develop into a significant consideration in the future.

There are positive stories behind those who developed within the Union before moving on for further development opportunities (6). It is notable that the average time here is lower within this category and does say something of the ambition of this group. Those included within performance management (2) clearly represents a mixed-story.

Particular focus should be on the four who I have categorised as leaving for lateral opportunities or because they were dissatisfied working in the Union. I have placed significant weight on the discussions I had as part of these exit interviews and surrounding discussions and there are many actions associated with our learnings from these.

Going forward I will report on the work begun to benchmark these stats as well as the work being undertaken with the People Strategy.

Appendix E – Structural Changes

RATIONALE FOR CHANGES TO SOCIAL ENTERPRISE MANAGEMENT STRUCTURE

INTRODUCTION

This paper sets out the now agreed changes to the structure and management of the Student Experience & Services Directorate.

CURRENT POSITION

The Social Enterprise team feeds into the same Student Experience & Services Directorate as both Student Activities and Student Development teams. There is therefore one level 5, Strategic Management Group (SMG), staff member (Head of Student Experience & Services) with responsibility for all of these areas.

There is a level 4 Social Enterprise Manager overseeing a 3a Events & Conference Manager, a 3b Retail Manager, and a 3b Licensed Trade Manager.

Charing Cross, H-Bar and Beit Bars each have a level 3a Bar Manager reporting in to the 3b Licensed Trade Manager along with a 3a Head Chef.

The 3a Events & Conferences Manager has a 2a Events & Conferences Assistant as their direct report.

There is no change within the Retail team structure.

Note that at present, there is a vacancy within the Social Enterprise Manager and the Charing Cross Manager position. The former is being addressed through an Interim-Social Enterprise Manager, appointed until the longer term structure is in place. Due to the closure of Charing Cross Bar over the summer period and the restructure proposal, the latter has not been recruited for.

RATIONALE FOR CHANGE

1. All of the teams (Student Development, Student Activities and Social Enterprise) have grown significantly over the last three years. There is not currently enough strategic level capacity to oversee the continuing growth and development of these teams.
2. There is a very long chain of management running through the existing social enterprise structure which means that there is a reduced line of sight to / from these areas for all involved. This also produces an inefficient lack of clarity as to where responsibility starts and stops for each of the managers in a given line.
3. The existing Licensed Trade team structure only places responsibility on the Charing Cross Bar manager for work outside South Kensington. As we increase our focus on non-SK sites, it is important to ensure that all staff recognise the role that we must perform rather than place this with one person.
4. The Events & Conference team does not currently have the capacity to oversee events at all of our campuses or indeed many of the events run by other teams at South Kensington.

AGREED CHANGES

The now agreed changes respond directly to the rationale above. Specific changes are:

- The current level 5, 'Head of Student Experience & Services' position becomes a more focused level 5, Head of Student Experience role. This provides more strategic

development capacity and focus for Student Activities and Student Development teams and related Union-wide priorities including: improving customer service for our members; a culture of welcoming feedback; championing equality, diversity and inclusivity; and our Non-South Kensington developments.

- A new level 5, 'Head of Commercial Services' position within our Strategic Management Group. This provides more strategic development capacity for both our existing Social Enterprises and for identifying and developing new business opportunities.
- The current level 3b, 'Licensed Trade Manager' role is developed into a level 4 'Licensed Trade & Venues Manager' role. This brings those responsible for spaces, bars and catering closer together to provide greater collaboration between these teams with significant inter-dependencies therein enhancing our ability to develop our Dinner and Functions services.
- A new level 3b, 'Bars & Catering Manager' role is created. This provides a greater level of service and joined up approach to the delivery of the catering within our outlets at both 568 and the Reynolds Bar.
- Following the above, the current level 3a 'Beit Bars Manager' position is removed from the structure.
- Following the above, the currently vacant level 3a 'Charing Cross Bar Manager' position is removed from the structure.
- A new level 2b, 'Entertainments Coordinator' position is created. This role will be responsible for providing an inclusive and diverse entertainments package for Imperial students within the Unions venues; Beit Bars, Reynolds Bar, h-bar and other one off events.
- Retail will have no changes other than that the Retail Manager reports directly to SMG level via the new Head of Commercial Services and therefore the Retail Manager and all retail staff have a one-person shorter management chain to the MD providing greater line of sight.

BENEFITS OF THESE CHANGES

These benefits correspond directly to the rationale articulated above:

1. This adds 0.5fte SMG level to assist the development of Student Activities and Student Development plus 0.5fte SMG level to drive the development of Social Enterprises.
2. This structure reduces the length of line management chain within Social Enterprise by 1 person for all involved and adds clarity as to specific areas and levels of responsibility. In doing so, this adds capacity at the strategic level as well as creating clearer development paths for staff in this department.
3. This structure ensures that multiple staff, across multiple teams, will share the responsibility for our non-South Kensington sites and therefore dramatically increase our consciousness of other campuses and our capacity to deliver there.
4. This structure adds capacity to the Events & Conference team to better support event-based activities for all teams and campuses which will have a knock-on effect of increasing capacity of the many other Union teams who previously shoulder all of the responsibility for their own events.

OPTIONS THAT HAVE BEEN CONSIDERED REGARDING THE STRUCTURE

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To inform the restructure, a number of alternative options have been considered, in addition to that now being progressed, which include:

- Remaining with the status quo
- Implementing only the SMG level changes
- Implementing only the Bars Management changes
- Introducing a Membership Experience Manager
- A variety of other configurations of responsibilities in particular surrounding events and our non-SK work.

IMPACT ON STAFF

This will have an impact on members of staff as follows:

The Head of Student Experience & Services role is re-focused into the new Head of Student Experience role.

The position of Licensed Trade Manager does not exist within the new structure.

The position of Beit Bars Manager does not exist within the new structure.

The, currently vacant, position of Social Enterprise Manager does not exist within the new structure.

The, currently vacant, position of Charing Cross Bar Manager does not exist within the new structure.

Indirect impact as the line management of the H-Bar Manager, Head Chef and Retail Manager will now change.

FINANCIAL IMPLICATIONS

The rationale for change is not driven by a need to make financial savings.

The gross salary cost of the old structure is: £623,281

The gross salary cost of the new structure is: £608,272

*Note neither of these figures include retail salary costs as there are no changes there.

MEASURES TAKEN TO AVOID POTENTIAL REDUNDANCY

Measures that will be taken to avoid potential redundancy. These are:

REDEPLOYMENT

As a first priority suitable alternative employment will be discussed with those staff at risk of redundancy; they will be given preference for the newly created posts within the new structure, should that position be appropriate in terms of the grade and skills/experience. Where new positions are on a different grade than staff members' current grades, they will be advertised on the College website for 2 weeks and staff will be invited to apply.

Available posts in new structure:

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- Level 5, Head of Commercial Services
- Level 4, Licensed Trade & Venues Manager
- Level 3b, Bars & Catering Manager
- Level 2b, Entertainments Coordinator

For any individuals not able to be accommodated within the new structures, alternative roles will be sought elsewhere in Imperial College Union and wider College.

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Appendix F – Crisis Communication Plan