



**Imperial College Union Board of Trustees
Term One Readiness/Planning
8 July 2020**

AGENDA ITEM NO.	10
TITLE	Term One Readiness/Planning <ul style="list-style-type: none"> • Welcome Plan • Communications Plan • Officer/Trustee Induction
AUTHOR	Tom Newman
EXECUTIVE SUMMARY	Our ambition is for the Union to be delivering and supporting excellent experiences for students in term 1 regardless of the way a student chooses to study. We are adapting our offer to be the best service we can be to students in October, but we recognise that there is learning as an organisation that we must capture and embed as part of our transformation in to being a more relevant and impactful organisation.
PURPOSE	To update and reassure the Board about our planning for T1 including where we're up to on Freshers, adapting services to meet student needs, building re-entry, and OT development.
DECISION / ACTION REQUIRED	To note.

Board Update: Union Approach to the New Academic Year

Purpose: to update and reassure the Board about our planning for T1 including where we're up to on Freshers, adapting services to meet student needs, building re-entry, and OT development.

October Readiness

Our ambition is for the Union to be delivering and supporting excellent experiences for students in term 1 regardless of the way a student chooses to study.

This provides an opportunity to develop our core offer to work for students in person and online.

Our October readiness has the following 5 objectives we are trying to achieve:

1. Students feel the Union helps them to be informed, have a good experience and feel supported
2. Volunteers and new trustees get the right support and training to feel effective in their roles
3. Our events and services able to support students to feel a sense of community at imperial
4. Our core services and activities are safe and viable.
5. Students have a meaningful say in their education regardless of their choice of study

The Union is working in partnership with College to develop the College's approach to the student experience for October, the Union has successfully articulated the areas of focus to the College and co-chair the College's team tasked with delivering the necessary work.

Union internal planning needs to be agile to adapt services to latest government and college guidance on social distancing, whilst also enabling decision making that commits to a certain core offer for students in order to effectively communicate the experience a student can expect.

The Union are doing this through the October Readiness Group, who are guided by the overarching principles.

The October readiness group has been established and is supported by the Governance Officer, the project group includes Head of Membership Services, Marketing Manager, Systems Manager, Commercial Operations Manager, Student Activities Manager and all Officer Trustees.

The Union's October readiness work strands can be divided into the following:

- **Building readiness**
- **Service development**
- **CSP support**
- **Welcome Offer**
- **Trustee Induction**
- **Communications**

These strands link to the above objectives and the areas of work together will support the Union attaining the objectives set. Whilst this paper focuses on the work strands, a forward agenda is also being worked through for the project team that provides scrutiny to certain

areas of the Union including the commercial service offer, Union campaigns, the advice service and the systems pipeline.

Building Readiness

The decision on Union building re-entry is underpinned by our ambition for the building to be a place that supports new and returning students to build friendships and connections, make friends and have fun in a safe environment to foster a sense of belonging at Imperial as this will enable our overall objectives to be met.

This ambition will ultimately guide the decisions of what activity we will be prioritising to happen in the building, on a practical level all activity will also have to meet the three following tests:

- Is the activity safe?
- Is the activity viable? (financial, people, operational)
- Is the activity in line with college guidance?

The approach is closely linked to the College working group looking at the whole of College's estate and space requirements for September.

The Union approach will include a risk assessment for each space, room by room. This will take in to account the flow between rooms and College recommendations on room capacities. The Union are being supported by College and external Health and Safety consultancy. This room by room approach will then allow for clarity on what activities/services are viable to occur. For example, if the Kitchen can only safely have 2 people in the space at any one time this will reduce our catering capacity and service accordingly.

Once we know what is viable to safely take place in each space we will then apply our guiding principle to determine what we wish to 'release' that space for in terms of activity. For example activities that support student connections will be prioritised over external commercial bookings. The Union may choose to repurpose spaces if a different purpose will serve the student interest in a better way. We will take in to account College requirements and whether there are additional College demands for Union space.

We will also use the opportunity to undertake a space audit/census and clear storage spaces.

Our target is to undertake an initial building walkaround with our Health and Safety consultant in early July. This will then be followed up by a series of risk assessments that will be provided to College for alignment to College positions. We are currently planning in further detail with College the logistics of opening one of our retail unit on the Sheffield Walkway.

Once this is complete, Leadership will review and make decisions on the services and activities that can be undertaken. Leadership will take the final decision on what our space will be used for, and what is safe.

Decisions will be under regular review and based on the latest government and College guidelines, with our hope being that social distancing measures will ease, thus opening up the possibility of further activity being able to happen safely in our spaces. We aim to have a space by space approach complete imminently. Any decision we take on our space and building use will need to be approved by the College's senior management team via the College Silver Group.

Service Developments

A number of our services can be 'ported' directly to be delivered online with minimal disruption to their outputs these include:

- Systems
- Finance
- Advice Service
- Representation support

The October Readiness group will review that the focus of these services are still in line with the priorities of the Union and that they help achieve our objectives.

Other services cannot be so easily ported to an online delivery model, we also must be careful not to presume that the service offer that existed pre covid19 is ultimately the service model that achieves our objectives now. Services need to be developed, and some services established, to support students in a mixed delivery mode world. We are mindful of the opportunity to improve the Union and that services or activities we develop now, may be continued regardless of the easing of social distancing measures because the developments enhance our ability of supporting world class student experiences.

We have established with College the following components of an excellent student experience that should be prioritised by the College:

- Wellbeing Support
- Academic Experience
- Student Community
- Co-Curricular Life
- Extra-Curricular Activity
- Amenities and Infrastructure

These components form project streams within College that have cross institutional project teams either chaired or co-chaired by our Officer trustee team to support developments and delivery in these areas.

Our services will align to these work streams and as part of the College programme of work, Union services will be developed if necessary to support student interests in these areas.

CSP Support

We recognise that an important element to a great student experience and building a sense of community are student led Clubs and Societies. Therefore, we are defining our support for CSPs so that we have the right guidance for CSPs to deliver community building either in person or online.

We are currently meeting with Management Groups, Constituent Unions and larger societies to consult on what support they need, what activities they plan to do in term 1 and what events, activities they will be delivering in welcome week.

A guide and FAQ will be developed to support individual CSPs to be able to offer a great experience in term 1 online and in person. Training materials are being developed and will be delivered to all CSP committees, constituent union execs and management group chairs that focus on supporting them to deliver activities in term 1. The ambition is that students will be supported to develop a number of community building events and activities to provide opportunities for new students to engage in the extra-curricular life at Imperial throughout the term.

The funding model is being reviewed and viable options are being worked through with DPCS, CSPB and Union Leadership. The current plan is that a fund will be created from repurposing

ADF and 2019-20 underspend to support CSPs to run activities that build communities online in addition to the CSP grant. The CSP grant will, due to a reduction in in person activity, likely result in an underspend in 2020-21. The size of this 2020-21 underspend is currently being modelled and the mechanism on how and in which way to return the underspend to the central Union budget is being worked through.

The Minibus service will be risk assessed and likely provide a reduced service in term 1 in order to adhere to social distancing and the necessary cleaning measures that will have to be implemented. The service will be required to be safe, viable and adhere to College guidance. As a result, we have budgeted for zero income for minibuses in term 1, it is likely this will be a worst case scenario.

CSP room bookings will not be able to be confirmed until the building re-entry and usage work has taken place as defined above. It has been agreed to continue the annual room booking for CSPs as per normal. This will provide a baseline requirement for space and as we gain clarity on building usage and likely CSP activity plans we will be able to confirm certain bookings that meet our risk appetite. For some bookings, it will be clear that the activity cannot happen in term 1. For these cases, bookings will need to be declined and the space returned to being bookable. There will be a need to consider CSP space requirements as part of the wider demands on space by other Union and College services, these requirements are being worked through collaboratively by College and the Union.

It has been announced by BUCS that no competitive sport will run in term 1. The Union are working with Move Imperial and the sports sector to develop a recreational sport offer that supports Sports Clubs to continue on-site activities that are safe and in line with college guidance.

Union Welcome

The Union has the following deliverables for Welcome Week that will support the overall objectives for October readiness to be achieved:

- To deliver a virtual Welcome fair.
- To support all CSP with a guide for online/remote events.
- To deliver a virtual peer support programme.
- To develop a digital/print welcome guide.
- To curate a programme of virtual social events.
- To deliver a programme of in person events.
- To launch a series of Union campaigns.
- To deliver a Welcome volunteer programme.

Welcome: Peer to Peer

The Union will support Department Societies to run peer to peer support programmes such as mums and dads. The Union will develop resources to support returning students to run engaging remote support for new students.

The Union plan to use its building to help peer to peer in person social activity occur in Welcome, this will be done in a socially distant way in collaboration with department societies but provide some interactivity for students on campus to build networks with course peers.

The Union will continue to elect and support a community of academic and wellbeing representatives at a faculty and departmental level. Representatives will be trained remotely,

supported and resourced to specifically develop and deliver community building events in person and online, as well as provide feedback to the Union and College to help develop and improve student experiences.

Welcome: Union Events Programme

The Union is planning for events to take place in person in Union spaces, that will adhere to the most up to date social distancing guidelines. As these guidelines are liable to change the in-person events programme will be updated to remain in line with what is possible at the time of delivery.

The Union online programme will be open to all students regardless of their mode of study. This will be a 'marketplace' offer with online content being delivered in a way that allows students to mix and match their participation based on their interests. This will include static and interactive content that is a mixture of pre-recorded and live broadcasts. This will include question and answer sessions with existing students, introductions to clubs and societies, panel discussions based on various interest topics, interactive activities on social media and activities that students can join in with from home. We will use Welcome 2020 to steer in to the social distancing requirements introducing more inclusive and less alcohol centric events with games tournaments, escape rooms, quizzes, virtual treasure hunts, live comedy events being delivered as part of the programming.

The intention for the online programme is to have core online events supplemented by content from clubs, societies and constituent unions.

The Union will deliver a virtual welcome fair and are liaising with developers to provide this service. No in person fair will take place in term 1, however an ambition remains to deliver a fair in 2021 when possible.

The Union will collaborate with the College to recruit and train Welcome volunteers to support aspects of Welcome that take place in person and online.

Welcome: Communications

The Union are currently developing a communication plan for welcome and the new term taking in to account key audiences and messaging.

The Union will direct students to its own website which will be used to host the most up to date live content and information.

The Union will collaborate with the College to make use of the Guidebook app as a central communication tool and promote in all digital and physical communications to students to make use of this app as the destination for all things welcome.

The Union will avoid printed collateral where it can to allow for decision making to not be constricted by Summer print deadlines.

The Union through its communication channels will aim to direct all students to the Guidebook app and its own website as a hub for the most up to date information for students.

The Union will use A level results day as a key time for engaging with students and will develop and strengthen students' relationship with the Union, its services and the programme of in person and online events for welcome and beyond.

Officer, Sabbatical and Trustee Induction

The induction programme for new trustees and sabbaticals officers will be delivered remotely with the aim of supporting trustees and sabbaticals to be inducted into the organisation, developed and have the required tools and information to effectively fulfil their duties and responsibilities in their role.

We have 4 streams of induction programme. 1. Officer Trustees, 2. Sabbatical Officers, 3. Student Trustees and 4. Independent Trustees.

New Trustee Induction

We have a set of core modules for all new Trustees of the organisation.

- Overview of ICU, understanding the organisation
- Good Governance
- Expectations and behaviour
- The year ahead
- Financial induction

As well as core modules trustees will also be supported with a sector overview, and a networking session.

Officer trustees and student trustees will be provided with a mentor from the independent trustees to support their development in their role.

The induction for new trustees will be delivered by a number of colleagues within the Union, dates of the sessions are currently being finalised with all trustees.

Officer and Sabbatical Induction Programme

Officer trustees and sabbaticals will be provided with a core induction programme starting July 20th. Sessions will be delivered over the first 3 months of their term and will be delivered remotely with a blended learning approach. The development of the content has been done with current postholder feedback and the core modules include an Overview of the Union, Finance Induction, Governance 101, Departmental Overviews, Power Mapping, Train the Trainer, Presentation Skills, Project Management and an Introduction to Leadership.

The Induction programme will also be supplemented by the current post holder providing a 2 week handover which will include one on one meetings, meetings with key stakeholders and a handover journal.

Pre arrival content will be provided to support learners in building their sector and contextual knowledge. This content will include pre-recorded WonkHE workshops, a Union data report, QAA and OfS reports, the Union annual report, the Union 2020-21 plan and the College strategy.

Sabbaticals and Officer Trustees will also benefit from a social programme coordinated by the 2019-20 OT team.

Communications

Objectives, Audience & Approach

The communication plan currently identifies 3 key audiences existing students, new students pre arrival and new students once they start their Imperial journey.

Key messages have been developed with the approach and channels we will use are detailed below.

Audience	Objectives	Approach	Channels	Timeframe
Existing students, UG and PG	<p>Keep informed about Union services & response to Covid-19 developments, both Union & College decisions about academic year 2020/21</p> <p>Keep engaged with the Union services & community</p> <p>Retain a sense of connection with the Imperial community</p>	<p>Continuation of #icuConnect campaign</p> <p>Summer break version of the campaign – content and tips for term break, incl. recipes, virtual events & activities, tips</p>	<p>What's On section of website</p> <p>Covid-19 news page for updates</p> <p>Social media</p>	July – Sept
New incoming students, UG and PG	<p>Raise awareness of what the Union is and does</p> <p>Inform about our services and what we can do for them</p> <p>Encourage early bookings for any confirmed events (in person & remote)</p> <p>Build a sense of connection with the Imperial community right from the start, give them a feeling of togetherness and a sense of what it is like to study at Imperial</p> <p>Provide regular updates regarding service availability in new academic year and any Covid-19 restrictions</p>	<p>#helloICU campaign that welcomes new students to the Union</p> <p>Welcome hub (micro-website) with main info about the Union & our services</p> <p>Welcome video, based on 5 planks</p> <p>Liaising with College on emails & Guidebook app to feature in there</p> <p>A-level results day: social media campaign congratulating all offer holders</p> <p>Following A-level results day: social media campaign introducing the 5 planks through varying content, e.g. videos recorded by Reps talking about their roles, Live Q&As with CSPs, students talking about life at Imperial, Officer Trustee Live Q&As, etc.</p> <p>Welcome handbooks ready in Halls for when new students arrive (includes overall information to raise awareness of Union & services)</p> <p>Regular updates on Covid-19 developments at College and impact on Union services – i.e. what can students expect when term starts, any restrictions etc.</p>	<p>Social media</p> <p>Welcome hub</p> <p>Covid-19 news page</p> <p>College newsletter to offer holders</p> <p>College Guidebook App</p>	13 August (A Level Results Day) – Oct
New students on campus & remotely	<p>Create a positive Welcome experience for new & returning students</p> <p>Reach all students regardless of their location</p> <p>Create awareness of what the Union is and does</p> <p>Establish & re-establish connection with Imperial community for both on-campus students and remote students</p> <p>Establish understanding where students can get involved immediately</p> <p>Provide support during unprecedented time that may involve quick decisions and adjustments to Union services</p>	<p>This will be largely influenced by decisions taken in the Online Readiness project group and the Welcome Week group, and our messaging and communications will be shaped by the types of services we offer remotely & in person</p> <p>Welcome Week campaign: Centered around 5 planks, predominately digital</p> <p>-Remote day time & night time events, talks etc.</p> <p>-CSP events</p> <p>-Any campaigns, such as Wanna Go Wednesday, Mums' & Dad's scheme, Stay Safe etc – <i>tbc Welcome Week group</i></p>	<ul style="list-style-type: none"> • Welcome hub • Website • social media • newsletter • some printed collateral • events (virtual & in person) • Welcome Fair (virtual) • signage on campus • Union awareness stalls on campus 	Welcome Week 5-11 Oct

			(where possible – dependent on student numbers on campus)	
--	--	--	---	--

Five Planks

All communications will ultimately link back to our core planks that underpin our communication strategy. Whilst our core mission will remain the same the way we will deliver it will change, in some ways dramatically, and our content will be developed in accordance with these changes.

Planks	Description	Tag	Includes
For your voice	Here to represent your interests and enable change when needed	Use your voice	Representation Elections Liberation & Community Student-led campaigns
For your activities	Here to help you engage outside the classroom with our Clubs, Societies & Projects	Engage outside the classroom	CSPs Constituent Unions
For your social life	Here to help you have fun and make great memories	Make great memories	Events Bars & Restaurants Nightclub Shops
For your support	Here for you as you transition into Imperial and throughout your academic life	Here when you need us	Advice Centre
For your development	Here to enhance your talents and ensure you get more than a degree	More than a degree	Rep training All-student training Online hub

Risks

The main risk lies in the uncertainty and unexpected changes that may occur very unexpectedly. Covid-19 needs us to be agile and the planning around Welcome Week 2020 determines what and how we communicate with our students during this time. Currently there are a number of uncertainties that impact our communications so this plan will evolve as and when we make decisions around Welcome planning.

Further risks include:

- Possible virtual events fatigue – may impact on participation in any online content

- Short lead times due to sudden changes
- Campaigns during summer will be impacted by staff shortage due to furlough

October Readiness: Key Performance Indicators

We have updated the business plan that was submitted to College to reflect the likely business model we will operate in October. We also feel as a Leadership team that it is important to set measures of performance for our delivery of the work articulated in this paper that relates to Welcome, Service Developments, Inductions and Communications in order to ensure we monitor our impact and embed any learning in future planning.

The following provisional KPIs have been developed and are centred around the following outcomes for term 1:

1. Students get the right information from the Union to help them feel informed, have a good experience and feel supported
 - *70% of new students are aware of the Union, our services and were able to participate in at least two of our in person or online events & activities*
 - *80% of students who use the advice service are satisfied with the service*
2. Volunteers and new trustees get the right support and training to feel effective in their roles
 - *70% of students we train feel satisfied with our training and that we gave them the right tools to be successful in their role to support community building*
 - *100% of new trustees and sabbaticals feel they have the right information and support to be successful in their roles*
 - *75% of reps feel the Union has supported them to have a meaningful say in their education and experience regardless of their choice of study*
3. Our events and services able to support students to feel a sense of community at imperial
 - *Our welcome and liberation campaigns reach 1000 students*
 - *70% of students say they feel a sense of belonging at Imperial*
4. Our core services and activities are safe and viable.
 - *Our commercial services that are opened, break even*
 - *All CSP activity is risk assessed and safe*

Conclusion

We are adapting our offer to be the best service we can be to students in October, but we recognise that there is learning as an organisation that we must capture and embed as part of our transformation in to being a more relevant and impactful organisation. We should never go back to a face to face only advice service or a welcome week that only works for certain demographics of undergraduates. Leadership are cognisant of this and will ensure that learning is captured and applied to continue our journey to being a leaner, more efficient Union.