

### Standing Items

	Item	Author	Reference	Action	Page	Time
1	Introductions	JF		To note		N/A
2	Apologies	VA		To note		
3	Minutes	JF		To approve	3	
4	Matters Arising	JF		To consider	9	
5	Identification of conflicts of interest	JF		To consider		
6	Identification of confidential business*	JF		To consider		

### Regular Updates

7	MD Update & Objectives	TF	TB/21-22/01	To note	10	
8	OT Update & Objectives	LJ / OTs	TB/21-22/02	To note	15	
9	Council Chair Update	MF	TB/21-22/03	To note	39	
10	Board Subcommittees Update	TF / DG / SR / JF	TB/21-22/04	To note	41	
11	Calendar of Business Update	TF / VA	TB/21-22/05	To note	44	

### Substantive Items

12	2020/21 Financial Outturn	RS	TB/21-22/06	To consider	46	10 mins
13	2021/22 Stage 2 Budget	RS	TB/21-22/07	To consider	48	10 mins
14	Annual Measuring Round & Baseline Scorecard	TF / LJ	TB/21-22/08	To approve	72	15 mins
15	AOP Summary	TF / TN / RS / AC	TB/21-22/09	To consider	78	10 mins
16	People & Culture Review Action Plan	AC / TF	TB/21-22/10	To consider	80	40 mins
17	Staffing & Recruitment Update	AC	TB/21-22/11	To note	94	None
18	Scheme of Delegation Consultation	TF / LJ	TB/21-22/12	To consider	99	10 mins
19	Governance Review Update	TF / LJ / VA	TB/21-22/13	To consider	101	10 mins
20	External Trustee Succession	JF	Verbal	To consider	-	10 mins
21	Trustee Expenses Policy	RS / JF	TB/21-22/14	To approve	106	5 mins
22	Constitutional Update	LJ	TB/21-22/15	To approve	111	10 mins
23	People Subcommittee (Ad Hoc)	TF / JF / LJ	TB/21-22/16	To approve	156	5 mins

24	EDI Strategy (T&F Group)	TF / LJ	TB/21-22/17	To approve		15 mins
25	Annual Health & Safety Report	TN	TB/21-22/18	To consider		15 mins
26	AOB	All				

Items marked with an \* have been identified as confidential to Board.

**Author Key**

JF	Jill Finney	TF	Tom Flynn
SR	Stephen Richardson	RS	Rob Scully
DG	Dorothy Griffiths	TN	Tom Newman
LJ	Lloyd James	AC	Ashley Cory
MF	Michaela Flegrova	VA	Victoria Agbontaen

**2021/22 Meeting Dates:**

- 8 December 2021
- 16 February 2022
- 18 May 2022
- 13 July 2022

Imperial College Students' Union  
Board of Trustees / 29<sup>th</sup> September 2021

Minutes (14 July 2021 Board of Trustees)

**1. Introduction & Attendance**

Jill Finney (JF) (Chair)	Phil Power (PP)
Stephen Richardson (SR)	Kate Owen (KO)
Kate Owen (KO)	Kelvin Zhang (KZ)
Abhijay Sood (AS)	Shervin Sabeghi (SS)
Lloyd James (LJ)	Ross Unwin (RU)
Milia Hasbani (MH)	Michaela Flegrova (MF)
Chris Carter (CC)	

In attendance

Tom Flynn (Managing Director) (TF)  
Rob Scully (Director of Finance and Membership) (RS)  
Tom Newman (Director of Membership Services) (TN)  
Ashley Cory (Systems Manager) (AC)  
Victoria Agbontaen (Governance Officer) (VA)  
Daniel Lo (Incoming DPE) (DL)  
Nathalie Podder (Incoming DPW) (NP)  
Charlotte Drastich (Incoming Student Trustee) (CD)  
Jacques Bazile (Incoming Student Trustee) (JB)  
Hilliam Tung (Incoming Student Trustee) (HT)  
Daniel Wagner (Incoming lay Trustee) (DW)

**2. Apologies**

Graham Parker (GP)  
Sam Lee (SL)  
Dorothy Griffiths (DG)  
Gabrielle Mathews (Incoming Student Trustee) (GM)  
India Marsden (Incoming DPCS) (IM)

**3. Minutes of previous meeting**

The minutes of the previous meeting were approved.

**4. Matters arising**

N/A

**5. Conflict of interest declarations**

N/A

**6. Consideration of confidential business**

TF identified item 11 and 12 as confidential business.

**7. MD Update**

TF thanked the Officers for their work over the year and provided details for the leaving/goodbye drinks that will be held at the end of July.

*Board noted the verbal update.*

## **8. Officer Trustee Reflections**

MF noted that although the year did not go as originally expected when she was elected in to the role in March 2020 her key achievements included rep engagement and ensuring that reps were appropriately supported and engaged throughout the year with initiatives like rep of the month to help them feel connected to the Union.

MF added that the approach to the College-wide NSS response was also better this year which will give the Union a strong framework for some appropriate lobbying next year. MF noted that other things that went well includes the digital education recording policy, PG Representation (reforming forums), package of no detriment measures and working with the Officer Team.

SS reflected quite positively on his second term as the DPW and expressed that there were multiple wins for representation including halls rent, safety net for remote exams, improving financial support for MBBS students and much more. SS added that he is confident that the groundwork laid in 2020 for the Liberation Reform will yield success results if all that had been recommended is implemented.

SS noted that the work culture is improving, however there is still major concerns around EDI and how diversity within the organisation has drastically changed over the last two years. SS added that there has also been a lack of OT support over the year and being a part of many meetings created a false sense of empowerment within the OT's but there has been little support with Officer objectives.

SS concluded by thanking the Officers and staff team of without whom he would not have been able to get through the last two years.

RU expressed that he came into the role wanting to enable activity and take part in various clubs and societies but being the first DPCS to have to inform students that all activity will be cancelled until further notice was a particularly challenging point of the year. However, since last year there have been some significant changes to student life at Imperial including improving risk assessment processes, storage and being able to address projects with the Student Opportunities and Development team that other teams had previously not been able to do due to the busy day-to-day nature of the job was a huge success this year.

RU added that he had a focus on sport coming into this year as part of his manifesto and he had taken this year to review the problems as delivering student sport at Imperial has been problematic for many years. With the greater roll out of Imperial Athletes, RU has concerns that the current way of operating does not work well, and a reassessment of roles and responsibilities within sport at Imperial would be beneficial.

RU highlighted that he had developed personally and professionally this year and was grateful to all those who supported and mentored him, and to those who have contributed to such a fulfilling year.

AS emphasised that one of his key highlights involve being able to actively challenge the College and in doing so, have gained the respect of prominent individuals in College. AS expressed that it is important to not lose continuity with the College as well as fostering a culture of coordination and collaboration in the College. AS noted that there is a need for a cultural shift in how representation is perceived in the Union as well as improvement in continuity to allow for better qualified Sabbatical Officers.

AS noted that he had developed tremendously both professionally and personally and acknowledged the support that his fellow Officers and staff members had provided him over the last two years and although recent circumstances had not been ideal, it had been extremely rewarding and a time not taken for granted.

*Board noted the reflections from the Officer Trustees and thanked them for their hard work, resilience, and all the fantastic work they have achieved over the year.*

## **9. Council Chair Reflections**

AA expressed that being on the Board of Trustees was a very different experience to other Senior Volunteer roles he had held with the Union as it allowed him to interact and meet with Union staff which aided his understanding of the Union. AA added that online meetings are challenging but being part of developing and learning about how to form a strategic plan is incredibly rewarding.

AA said he had enjoyed his time on the Board and explained to the incoming Trustees that being a part of the Board gets easier as the year progresses and noted the importance of reading the papers, paying attention, and asking questions.

AA stated that the content that has been brought to Council this year has been meaningful and productive with engagement of Council members being consistent.

*Board noted the reflections from the Council Chair and thanked him for maintaining high levels of engagement with Council members throughout the year.*

## **10. Student Trustee Reflections**

CC noted that at times it had been difficult to engage in discussions at Board, specifically on items around the budget. CC said that although the learning curve is steep, it has allowed him to develop his understanding on a range of issues that impact the Union and the overall experience has been fantastic.

KZ expressed that it is immensely valuable to simply listen and observe the external and Officer Trustees who are more experienced. KZ emphasised the importance of reading and understanding the papers as well as critically contributing to the meeting by asking questions. KZ stated it had been a pivotal time for the Union but he had felt supported in his role. KZ added that it is important to maintain diverse perspectives on the Board within its membership as well as other considerations of other underrepresented groups including post-graduates and those students at the White City Campus.

LJ explained he had thoroughly enjoyed working on the strategy and being involved with smaller working groups is an effective and useful way of working. LJ recommended to the Board that it would be valuable to review Trustee training to include more information on the background of the organisation.

MH said she is incredibly happy with the progress the Union has made over the last year and is happy to have contributed in the way she has. MH highlighted the shift from being a representative to being a Trustee on the Board but noted that it is an experience different from any other with insight into how charities work and how a board works. MH explained she had found it fascinating to have a look behind the scenes on how decisions are made, while learning the fine lines between oversight and management.

MH suggested to the incoming Student Trustees to try and engage with other members of the Board, both internal and external, and ask any questions where things are unclear as this is an opportunity to learn from external Trustees who have a wealth of experience.

*Board noted the Student Trustee reflections and thanked them for actively participating and engaging with the Board during one of the most challenging years yet.*

## **11. 2021/22 Budget**

RS gave a brief overview of the paper noting that the College have now formally responded and agreed a grant level of £2,527k, which is an increase of £642k from 2020/21. This will aid putting into the structure a new significant number of staff roles to support the new strategic plan. RS noted that appendix 2 indicates the staffing structure that is reflected in the budget. RS building in the staged approach to budgeting is still going to be important for next year.

RS stated that the main highlights from this year's budget is that as there are a significant number of roles to recruit, there will be a significant level of vacancy saving. Due to the high number of new roles being recruited in the structure, there will be a phased approach to recruitment. This means that posts will be filled between September 2021 and January 2022, resulting in a vacancy saving. Based on expected start dates, this is likely to be a minimum of £125k (for core, grant-funded staff). £60k of these funds have been allocated to one-off costs largely related to developing and embedding the new staff structure, EDI strategy etc.

RS requested formal approval to increase the student staff pay rate to be in line with College pay rates (London Living Wage) to take effect from 1 August 2021.

- i. A question was asked by LJ how the increase of student staff is reflected in the budget. Trustees were informed that it is covered by temporary staff lines in the budget, and it is about providing support where needed.

*Trustees approved the Stage 1 Budget and approved the casual staff pay rates.*

## **12. Back to Basics Staff Recruitment Plan**

TF highlighted that between July - December there will be a huge recruitment drive in the Union, with over twenty posts becoming available. TF noted that the recruitment has been grouped into rounds which are based on various points of urgency.

TF added that the interim Director of Marketing and Communications will be required to put together a full comms plan around the recruitment and including the back-to-basics strategy as part of a positive message. With a separate pack including the reasoning for growth, the types of candidates the organisation is looking for and the Union's current position.

TF noted that he will be meeting with BAME Recruitment to discuss how they can assist in diversifying the pool of candidates and what type of specific support they offer.

- i. A question was asked by KZ as to whether there are any foundations in place in terms of EDI, for example diverse monitoring. Trustees were informed that a substantial amount of funding has been allocated in the budget to develop the work around EDI. Although the EDI strategy does need to be drafted, certain measures can be put in place now to make some initial progress.
- ii. A question was asked by PP as to whether the restructure in the finance team has been completed. Trustees were informed that it has been completed with the settlement agreement pending a signature. David Ashton has been offered the role of Financial Controller.

- iii. A suggestion was made by KO for AC to review the people policies to ensure they are up-to date.

*Trustees noted the allocation of roles within the 'back to basics' staffing structure into different 'recruitment rounds'.*

### **13. Disciplinary Policies**

SS gave an overview of the paper, focusing on progress of the work that has been done around the disciplinary framework and procedures. SS added that he will be working with the incoming DPW/Officer Trustee team to develop a code of conduct around policies and procedures.

Regarding the overview of the complaints and disciplinary byelaws, the main changes include them being split into two byelaws. Complaints consists of students having complaints against their experience in the Union, but not against any particular individual. Whereas, disciplinary matters relates to when a member has committed an act that is in breach of the code of conduct. Both procedures have been put into the framework of a 3-stage approach where a matter escalates through the stages based on severity and requests for appeal.

SS stated that all references to complaints against CSPs have been removed in light of the new framework but noted that while the CSP policies are still being developed, there isn't a governance gap since there are pre-existing CSPB policies that cover this and are sufficient in the interim.

- i. A question was asked by NP whether it would be helpful to include a confidentiality statement on what can and cannot be deemed as confidential information during the process of an investigation, especially around safeguarding to ensure students raising complaints are able to bring up concerns in a safe place. Trustees were informed that if an issue is being investigated by the police, it is unlikely that the Union will be investigating it since that would become a College matter and they are better equipped to deal with this.
- ii. A question was asked by MH as to why the Governance Committee is being removed out of the disciplinary structure as it may cause uncertainty as to who the delegated authority might be. Trustees were informed this will be re-amended so that the Governance and Membership committee will have that authority.
- iii. A question was asked by JF as to what the time scales are for these changes to be implemented. Trustees were informed that timescales will be put together and circulated to the Board with an updated paper.

### **14. Felix Policy Update**

AS noted that the review that took place last term precipitated some changes into Felix, those changes require changes to be made to the Board held Felix policy and areas where actual practice has deviated from past policy.

- i. A question was asked by KZ as to whether there is a clear complaints procedure set out in the byelaws. Trustees were informed that complaints against members Felix staff would fall under the membership complaint and complaints about the

conduct of the CSP would fall under the CSP policy as there is no separate Felix complaints policy.

- ii. A question was asked by HT what the reasoning was behind changing the line management responsibility of the Editor to the Managing Director from the Union President. Trustees were informed that having the Union President as a Line Manager causes a potential conflict of interest and it can put an undue burden on the President to support an individual who at arm's length from the Union but also a young person in their first role.

*Trustees noted the update on the Felix Policy in line with last term's review and other related changes.*

#### **15. External Trustee [Chair] Appointment / Update**

Jill noted that SR, KO, AS, LJ and Emma McCoy (College) were part of the interview panel for the forthcoming Chair. Two candidates were interviewed, however the panel decided to decline both individuals as they were not deemed to be a right fit for the Chair role. KZ added how useful he found the student stakeholder panel as part of the interview process.

Jill also thanked Kate Owen and Graham Parker for their dedication and valuable contributions to the Board over the last few years.

*Trustees noted the update in the Chair appointment process and interviews.*



**Board of Trustees  
Matters Arising 2020-21**

Meeting(s)	Minute	Action	Responsible	Timeline
12 <sup>th</sup> May 2021	16	<b>Annual RO / DRO Report</b> Carry out a detailed review of trends of the last five previous elections, possibly grouped by faculty or PG-UG etc.	TF, LJ	September 2021

**Imperial College Union  
Board of Trustees / 29 Sept 2021**

**Managing Director Update**

Author(s): Dr Tom Flynn (Managing Director)

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

To note the Managing Director objectives set as part of the PDR process undertaken by the Chair of Trustees and Union President.

### **1. Key Projects / Work Delivered**

Alongside the work contained in the Board papers, some key projects and work I have been involved in include:

- i. Annual OT induction and objective setting: this is now largely complete and included both the Felix Editor and ICSMSU President. An update on OT objectives is included as part of the Board agenda.
- ii. Annual planning and budgeting rounds: we have now completed both. An update on both is included as part of the Board agenda.
- iii. Staff recruitment: we are now mid-way through the recruitment for our 'back-to-basics' growth. An update included as part of the Board agenda. This includes the induction for Juliette Coopey – our new Director of Marketing & Communication.
- iv. Annual measuring round & report: we have now completed the work looking at how we intend to measure our progress against our strategic plan. A paper is included as part of the Board agenda.
- v. Annual appraisals & objectives 2021/22: all SMT PDRs are now complete and we are now cascading this through the wider staff team. We will include a 'lighter touch' version for new staff to ensure they have formal objectives to measure progress against for probation confirmation.
- vi. Return to the office: we have made significant progress with our return to the office plan, which required changes to office and desk allocations. All staff are now back three days per week (with a couple of exceptions).
- vii. Board training and subcommittees: we have completed the first round of subcommittees, and conducted induction sessions for student trustees (and Dan Wagner).
- viii. Annual leave: I have taken the opportunity to finally take some annual leave.

### **2. Key (Short Term) Future Projects**

As well as continuing to respond to the current circumstances and inevitable changes in government policy over the pandemic, some of my specific priorities over the next month(s) include:

- i. Term one delivery: we have well developed plans for the Welcome period and beyond, but there is clearly a likelihood (certainty) that we will need to respond to issues related to the pandemic and the fact there has been little activity on campus for 18 months. We have contingency plans if social distancing restrictions are re-introduced.
- ii. Staff recruitment: we have a number of further 'rounds' to complete, alongside full induction and objective setting processes. In addition to this, we have three further substantive staff structure issues to look at – the student opportunities and development team, the marketing team, and the resource we have in human resources.
- iii. Back to Basics hub: we will be launching a mini site to house our new strategy and associated change projects, making it clear to students and other stakeholders how we are transforming over the coming year. This will launch in October.
- iv. EDI strategy: once the T&F group is formalised, a schedule of meetings will be devised, and a project plan developed to get this project moving forward.
- v. Office meeting pods and Union Helpdesk: two small capital projects aligned with our long-term return to the office, working closely with estates.

### **3. College, Sector and other Updates**

#### 3.1 College

The College are now in the midst of their own 'return to campus' planning and implementation, and there are emerging issues regarding staff returning to South Kensington.

The new President – Professor Hugh Brady – has been announced as the new President. More details here: [www.imperial.ac.uk/news/228973/professor-hugh-brady-become-next-president](http://www.imperial.ac.uk/news/228973/professor-hugh-brady-become-next-president)

The College Secretary role is currently being recruited, with Dr Malcolm Edwards acting in the interim until the permanent post is appointed.

#### 3.2 Sector

The Freedom of Speech legislation has now been considered at committee stage within parliament, and we have met with the College to discuss the likely implications of this.

Due to our robust system already in place, the likely impact will be minimal – requiring us to publish a 'free speech code' that mirrors the College. I will provide a more comprehensive update on this verbally if required.

#### 4. MD Objectives 2021/22

The annual PDR for the Managing Director was undertaken by the outgoing President and current Chair of the Board in July 2021, which started the cascade of the process through the wider staff team. The objectives have been further refined with input from the current President. As well as 'overall delivery of the Union's strategy', seven areas have been identified for particular focus this academic year.

Objective Description	Example Actions Required	Strategic Alignment and Relevant KPIs
Deliver the staff growth set out in the Back to Basics plan as agreed by Board.	<p>Design and agree a staged recruitment timeline for the various roles that takes into account a requirement for specific individuals to be part of specific posts.</p> <p>Implement formal 'recruitment drive' in consultation with a specialist EDI agency and the College.</p> <p>Coordinate a range of standardised induction sessions for new staff, focussed on our new strategy, operating model, and associated KPIs.</p>	<p>Great people and culture</p> <p>% of all staff would positively recommend ICU as a place to work</p> <p>% staff retention rate within the Union</p>
Formalise and develop the Union's Line Management Team (LMT) into a coherent and effective group of staff.	<p>Recruit and induct high quality individuals into the new LMT posts within the agreed back to basics staffing structure.</p> <p>Develop a formal Line Management Team, with an associated programme of meetings, workshops and other activities.</p> <p>Ensure all SMT members have bespoke actions plans with respect to their different LMT reports, which reflects both the difference in role and working style of each individual.</p> <p>Utilise the annual staff engagement survey to measure the impact of this development and build team-based action plans on the basis of the data.</p>	<p>Great people and culture</p> <p>As above</p> <p>% agree 'I trust and respect my manger'</p>
Develop the staff culture and performance in line with the vision statement set out in our strategic plan.	<p>Plan and manage the 'return to the office' and associated physical layout changes to our space as we recover from the impact of social distancing and the pandemic. Respond to any further changes.</p> <p>Ensure the development and secure sign off at Board (in September 2021) for the 'people and culture plan' as part of the strategic review agreed in 2020/21.</p>	<p>Great people and culture</p> <p>All relevant questions in the Staff Engagement Survey</p>

	<p>Adapt the Employee Engagement Survey to include questions directly related to the measures set out in our balanced scorecard / KPIs.</p> <p>Plan and lead a range of staff development days for the entire organisation that align with key dates in the Union's calendar.</p>	
<p>Develop a comprehensive organisation-wide EDI strategy, action plan and annual EDI report.</p>	<p>Convene a task and finish group (with mixed staff and trustee membership) to develop a clear scope and external tender for the development of our new EDI strategy – for approval at Board in May 2022.</p> <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>To challenge and reduce inequalities affecting students</p> <p>Great people and culture</p> <p>% underrepresented students (to be defined) participating in key Union activities and leadership roles</p> <p>% overall positive score in the equality, diversity and inclusion theme in the staff engagement survey</p> <p>Relevant pay gap reporting</p>
<p>Develop and deploy the annual measuring round policy and plan.</p>	<p>Develop and agree the policy for our annual measuring round, setting out a formal approach to surveys and other data capture techniques required.</p> <p>Plan and undertake a 'baseline evidence collection' exercise with relevant staff where possible, using the data for our 2020/21 annual report.</p> <p>Make associated changes to current surveys including the Student Experience Survey and Employee Engagement Survey to align with the KPIs set out in our strategy.</p> <p>Lead the development of other surveys as identified in the annual measuring round policy.</p>	<p>Comprehensive research, evidence and insight</p>
<p>Support the Sabbatical Officers (OTs, ICSMSU, Felix) to be effective in role with a formal</p>	<p>Facilitate a formal objective-setting process in 2021 for all OTs, with regular progress meetings and formal reports to the Board and Union Council. These should be aligned closely with the objectives.</p>	<p>Great people and culture</p>

<p>induction and objective setting process.</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>Ensure the development of the wider student representation team to provide more support for the DPW and DPE roles.</p>	<p>Empower students to change the world around them</p> <p>No. of positive changes made by OTs within the College</p>
<p>Continue to strengthen our relationship with key stakeholders (particularly the College).</p>	<p>Develop the Stakeholder Map (in conjunction with the Union President), assigning relevant Union staff / OTs as leads for engagement with key College staff.</p> <p>Secure approval of the new Partnership Agreement and Code of Practice via the College's governance structures.</p> <p>Develop the remaining Service Level Agreements as set out in the Partnership Agreement, in collaboration with the College.</p> <p>Engage with the College's new Operations Committee to ensure the Union's services are considered in any College policies or projects.</p> <p>Organise a range of opportunities for Union staff and OTs to engage with the wider sector, including conferences, events and specific activities with other Unions.</p>	<p>A constructive relationship with the College at all levels.</p> <p>% of key College stakeholders agree the statement "the Union is well run and effective"</p> <p>A regularly updated Partnership Agreement with the College, alongside a range of operational SLAs.</p>

**Imperial College Union  
Board of Trustees / 29 September 2021**

**Sabbatical Officer Update & Objectives**

Name / Role: Dr Lloyd T. James – Union President

**1. Context**

Sabbatical Officers are elected on an annual basis by students at Imperial College to represent them and work for their interests. We often describe the role in terms of the ‘many hats’ that they wear, namely:

- i. Activist: working to make change that an Officer feels is important, based on an individual’s preference.
- ii. Representative: working to make change that students have clearly prioritised, either through a democratic mandate or alternative political structures.
- iii. Staff: working to deliver key projects alongside other Union staff members, including both ‘business as usual’ and ‘developmental’ activities.
- iv. Trustee (for OTs): acting as a member of the Board, and part of the team ultimately responsible for everything that the Union does.

It is therefore crucial that each Sabbatical Officer has a clearly defined set of agreed objectives on an annual basis. This will ensure accountability to the latter of these three ‘hats’ and will help ensure a successful year.

This year, we have broadened the scope of objective setting to include not just the Officer Trustees, but also the Felix Editor and the Constituent Union Presidents (on a voluntary basis, with 3/4 CU Presidents submitting objectives).

**2. Summary of Objectives**

Officer	Objectives
Lloyd (Pres)	1. Reviewing our offer to Postgraduates 2. Reviewing our democratic structures 3. Understanding community development 4. Supporting Constituent Unions 5. Developing a coherent lobbying agenda for Campus Services & Estates
India (DPCS)	1. CSP Training 2. CSP Systems and Processes 3. Imperial Athletes 4. Communication – Response Times 5. Student representation around spaces
Nathalie (DPW)	1. Post-pandemic reintegration of the Imperial community 2. CSP culture review 3. Improve safeguarding and disciplinary procedures for sexual misconduct cases 4. Wellbeing Representation Network review 5. Developing the Union’s EDI Strategy
Sam (DPFS)	1. Union sustainability 2. Developing a coherent lobbying agenda for Campus Services & Estates 3. CSP Systems and Processes 4. Commercial Review

	5. Services and Sustainability Board
Daniel (DPE)	<ol style="list-style-type: none"> <li>1. Work closely with academic/departmental reps to ensure the departments are actively addressing the issues/feedbacks raised in the NSS responses</li> <li>2. Providing support on development training for academic reps and foster cross-departmental interaction</li> <li>3. Conduct a full review of the Mums and Dads scheme</li> </ol>
Sam (Felix)	<ol style="list-style-type: none"> <li>1. Podcast</li> <li>2. Recruitment of regular writers and future section editors</li> <li>3. Build back better</li> <li>4. Improve website use and interactions</li> </ol>
Sam (ICSMSU)	<ol style="list-style-type: none"> <li>1. Documenting &amp; Codifying SU operations</li> <li>2. Lobbying faculty to diversify the curriculum + working alongside the BMA charter working group to address on-going racial harassment within the school of medicine</li> <li>3. Reynolds Refurbishment</li> <li>4. Mental Health Provision &amp; Self-help</li> </ol>
Hayley (CGCU)	<ol style="list-style-type: none"> <li>1. Interdepartmental relations</li> <li>2. Support and enable volunteers</li> <li>3. Connect current students with alumni and traditions</li> <li>4. Empower the women of the Engineering faculty</li> </ol>
Jasmine (RSMU)	<ol style="list-style-type: none"> <li>1. RSMU member participation and engagement</li> <li>2. Encourage Postgraduate participation</li> <li>3. Arrange 2 Bottle Match varsities</li> <li>4. Support the RSMU Committee and internal societies</li> </ol>

Detailed objective descriptions for the Officer Trustees may be found in the following pages.



## President – Lloyd James

### 1. Reviewing our Offer to Postgraduates

Objective description	Postgraduate students have long been under-engaged with the Union and under-provided for by the Union. This year, we will complete a review of our broad offer to PGs. This includes a review of our PG representation structures through the 'GSU Review', as well as the development of a broader PG Engagement Action Plan which seeks to identify how we can better engage PGs through each area of our provision.
How does the objective align with our strategy?	Aim 3 – creating active & inclusive PG community Aim 5 – challenge and reduce inequalities affecting PG students Enabler 3 – strong democracy on the PG side
Who is the staff lead?	Tom Newman
Who are the other key team members?	Cat Turhan, Daniel Lo, Nathalie Podder
Who are the key stakeholders?	PG Students, Graduate School
When is the work expected to be completed?	GSU Review end of November, PG Engagement Action Plan end of March
Is there any governance (i.e. formal signoff) required? What is the target date?	Council & Board signoff for changes to structures (end of Nov)
Is there any additional specific resource required?	N/A

### 2. Reviewing our Democratic Structures

Objective description	It has been a number of years since a meaningful review of our democratic structures, including Council + subcommittees, has been undertaken. Following on from a Governance Review last year (which focussed on Board-level) I will lead a Democracy review focussing on these issues. This will include consideration of the composition of Council and how the membership is determined.
How does the objective align with our strategy?	Enabler 3 – effective governance and strong democracy
Who is the staff lead?	Tom Newman
Who are the other key team members?	Cat Turhan, Michaela Flegrova (Council Chair)
Who are the key stakeholders?	All students, senior volunteers

When is the work expected to be completed?	End of March
Is there any governance (i.e. formal signoff) required? What is the target date?	Council & Board signoff for changes in advance of Leadership elections
Is there any additional specific resource required?	N/A

### 3. Understanding Community Development

Objective description	Coming out of the pandemic, it is essential that we support CSPs, reps and departments in rekindling student communities, as well as fostering this sense of community directly through our events and spaces. In order to do this well, we will undertake a comprehensive piece of research to understand what factors contribute to a sense of student community, and publish an action plan detailing areas where we believe we can support this.
How does the objective align with our strategy?	Aim 3 – strengthen and create active and inclusive students communities Enabler 6 – comprehensive research, evidence and insight
Who is the staff lead?	Tom Newman
Who are the other key team members?	Nathalie Podder, India Marsden, Connor Walford
Who are the key stakeholders?	All students, CSP & CU/MG volunteers, reps
When is the work expected to be completed?	End of January
Is there any governance (i.e. formal signoff) required? What is the target date?	N/A
Is there any additional specific resource required?	N/A

### 4. Supporting Constituent Unions

Objective description	Constituent Unions are an integral part of Imperial College Union. They hold a broad range of responsibilities including representation, wellbeing, CSP management, and direct event provision, but historically do not receive much support from ICU. This year I will review the support that we offer, in terms of training,
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	staff time, relationships with OTs and ICU staff, and other forms of support.
How does the objective align with our strategy?	Better supporting Constituent Unions assists in delivering all of our aims.
Who is the staff lead?	Tom Newman
Who are the other key team members?	Nathalie Podder, India Marsden, Connar Walford
Who are the key stakeholders?	All students, CSP & CU volunteers, reps
When is the work expected to be completed?	End of May
Is there any governance (i.e. formal signoff) required? What is the target date?	N/A
Is there any additional specific resource required?	N/A

## 5. Developing a coherent lobbying agenda for Campus Services & Estates

Objective description	<p>Campus Services and Estates are crucial parts of the student experience at Imperial. We should be lobbying to be involved in key strategic decisions around these areas, to ensure students get the best experience during their time at Imperial.</p> <p>The President will lead on lobbying the Estates department, and the DPFS will lead on lobbying the Campus Services team. Due to the nature of the relationships we both hold, it doesn't make sense to split the work more than how it is being lead as we each hold different relationships with key stakeholders.</p>
How does the objective align with our strategy?	A constructive relationship with the College and wider sector
Who is the staff lead?	Sam Lee (Joint Objective Holder)
Who are the other key team members?	Tom Flynn, Rob Scully, India Marsden
Who are the key stakeholders?	Estates team, Campus Services team
When is the work expected to be completed?	This is likely to be something that will take multiple years to show the College that we should be involved in these discussions, and will make a project for the DPFS/President to span multiple years.
Is there any governance (i.e. formal signoff) required? What is the target date?	No formal sign off required

## Deputy President (Clubs & Societies) – India Marsden

### 1. CSP Training

Objective description	Reform the training offer we have for CSPs in order to make it more targeted, accessible and useful. This might be done by changing delivery methods, the materials offered and/or when it is offered.
How does the objective align with our strategy?	It assists with the facilitation of personal and professional development of students as it improves the support of their skill development when they are volunteering in CSPs. It will also strengthen our student communities, by ensure they are lead with confidence and knowledge.
Who is the staff lead?	Connar Walford
Who are the other key team members?	Student Opportunities and Development Coordinators
Who are the key stakeholders?	Students in Committee positions and those engaged with club and society activity.
When is the work expected to be completed?	It is too tight to reform training for the start of Autumn Term but depending on the approach chosen, we may be able to begin rolling out new styles of training pages in November/December. A full new training program should be in place to train 22/23 committees in June 2022.
Is there any governance (i.e. formal signoff) required? What is the target date?	No formal sign off required
Is there any additional specific resource required?	Potentially systems, depending on the outcome

### 2. CSP Systems and Processes

Objective description	Review the systems we use for CSP process such as Budgeting, Risk Assessments, Event Budgets and Sponsorship approval. We need to ensure that they are fit for purpose and as accessible to students as possible. The two biggest tasks are budgeting and processes surrounding events. This is a joint objective held between DPCS and DPFS, and it makes the most sense for DPFS to take charge of the Budgeting process, and DPCS to take charge of the event processes. Any other systems included in the review will be jointly allocated as appropriate.
How does the objective align with our strategy?	This relates strongly to the enabler “Integrated and innovative technology”, ensure that our systems are best placed to support our operation.
Who is the staff lead?	Ashley Cory
Who are the other key team members?	Sam Lee (Joint Objective Holder), Connar Walford
Who are the key stakeholders?	CSP Committees, Student Opportunities and Development Team, Systems Team

When is the work expected to be completed?	This is a long process, and different sections will be completed at different time. I expect the new core items will be in place by the end of the final term at the latest.
Is there any governance (i.e. formal signoff) required? What is the target date?	If the budgeting process is changed, this will require CSPB and perhaps Council approval. Changing the Risk Assessment process will require approval from Finance, Audit and Risk.
Is there any additional specific resource required?	Depending on decisions made, this may generate work for the systems team.

### 3. Imperial Athletes

Objective description	Ensure Imperial Athletes continues to benefit sports clubs and the students involved with them. Communicate the benefits to the wider student body.
How does the objective align with our strategy?	Working on our sports offering will strengthen the student communities they create, and doing this work around Imperial Athletes helps ensure that we have the infrastructure and resources to do this most efficiently.
Who is the staff lead?	Connar Walford
Who are the other key team members?	Move Imperial Team
Who are the key stakeholders?	Committees and Members of Sports Clubs. Sports Board of College. Sports Exec
When is the work expected to be completed?	This will be an ongoing communication exercise over the entire year. This will be Imperial Athletes first full year where activity can occur, so we will be observing what works and what doesn't and making changes from there. Ideally, they will be in a more established and beneficial position by the end of the academic year.
Is there any governance (i.e. formal signoff) required? What is the target date?	Most of the Imperial Athletes governance has already been approved, but if significant changes are made this will need to be reapproved by council.
Is there any additional specific resource required?	Potential work with Felix

### 4. Communication - Response Times

Objective description	Assess the way we communicate with societies and their committees, through reflecting on the best ways to reach students (alternatives to email). Also included would be discussing best tactics to ensure that student queries are responded to appropriately and are directly to the correct person as much as possible. This may include the potential introduction of new systems to help us do this.
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How does the objective align with our strategy?	Ensuring we have engaging communication is one of our enablers.
Who is the staff lead?	Connar Walford/Ashley Cory
Who are the other key team members?	Student Opportunities and Development Team
Who are the key stakeholders?	Committees and Club members
When is the work expected to be completed?	I would anticipate smaller changes to be made by the end of term 1, but if a large systems change is considered, this is unlikely to be complete until Term 3.
Is there any governance (i.e. formal signoff) required? What is the target date?	There shouldn't be any formal sign off unless a large expenditure is required for an off the shelf system.
Is there any additional specific resource required?	Depending on the outcome of discussions, Systems resource may be required.

## 5. Student Representation around Spaces

Objective description	Following the space review just carried out, I aim to review how the spaces are managed, regarding CSPs taking responsibility for the spaces they use and working with others.
How does the objective align with our strategy?	Managing the space resource, we have appropriately ensured that students get the best possible experience out of our clubs. It also ensures that safe conditions are maintained, and equipment is more likely to be stored correctly.
Who is the staff lead?	Tom Newman
Who are the other key team members?	Student Opportunities and Development team, CU/MG Chairs
Who are the key stakeholders?	All committee members, CHUG
When is the work expected to be completed?	Potentially gradual role of new structure depending on the approach decided on. Aim to have something in place by the end of term 2.
Is there any governance (i.e. formal signoff) required? What is the target date?	None expected at this point.
Is there any additional specific resource required?	No

## Deputy President (Welfare) – Nathalie Podder

### 1. Post-Pandemic Reintegration of the Imperial Community

Objective description	<p>The purpose of this project will be to re-integrate the Imperial community after a year spent in isolation due to the COVID-19 pandemic, whilst also supporting the safety and wellbeing of students as they return to socials and nights out.</p> <p>This will be done by laying the foundations for a peer support network, creating a Safe Night Out campaign, actively supporting the LCOs in their projects and campaigns, meeting with faculty welfare reps on a fortnightly basis, and meeting with one departmental welfare rep per week.</p>
What is the positive impact for students?	<p>Focusing on this objective will lead to a more wholesome and supportive learning environment, which will improve the mental health and wellbeing of students during their time at Imperial. It will also help to mitigate the potential risks surrounding students as they re-enter our venues and interact with their peers in CSPs socials and nights out by increasing the awareness and education on consent and safeguarding resources that are both internal and external to the College.</p> <p>In summary, this objective will support and enhance the wellbeing of students, strengthen and help create inclusive student communities and enable students to have fun.</p>
Who is the staff lead?	Cat Turhan, Lloyd James
Who are the key stakeholders?	Department welfare representatives, faculty welfare representatives,
When is the work expected to be completed?	<p>The Safe Night Out Campaign will be delivered in conjunction with Welcome Week.</p> <p>Time spent on assisting LCOs with their community projects will vary, but there are currently already plans to provide free pronoun badges during Welcome.</p> <p>The peer support network may take longer than one full academic year to complete. The aim of this year will be to do the lobbying and negotiating that is necessary in getting adequate training in place for volunteers and facilitators. The aim is to have an action plan completed by the end of Term 1, which can then be presented to College and governing bodies in Term 2, followed by the implementation of its infrastructure in Term 3.</p>
Is there any governance (i.e. formal signoff) required? What is the target date?	<p>Management Committee will sign off on the Safe Night Out Campaign's planned events. Key projects being led by the Liberation and Community Officers will be signed off by the Community and Welfare Board and Union Council. The peer support network will have to receive approval from ESOG Student Experience as well as CWB, Union Council, and the Board of Trustees.</p>
Is there any additional specific resource required?	<p>A budget for promotional materials is needed for the Safe Night Out Campaign. Research will need to be conducted on what training and other resources will be needed to lay the foundations of the peer support network. It may also be useful to seek a consultant's advice about community building on both large and small scales.</p>

## 2. CSP Culture Review

Objective description	This project will involve investigating barriers to welfare and inclusivity in our Clubs, Societies and Projects (CSPs) by surveying current committee members and running focus groups. Initial aims will include investigating the degree of awareness around consent, safe drinking practices, and the level of inclusivity towards all Imperial College students from all backgrounds. New aims and objectives may also be added in line with this process. Once the surveying is complete, recommendations will be made in collaboration with the MG Chairs, LCOs, and DPCS on how to improve these areas.
What is the positive impact for students?	It is worth investigating these issues to find out how many students are being negatively impacted. Once we know the scope of these issues, we can put a plan of action to help combat them, thereby improving welfare and student experience in the Union.  In essence, this objective will strengthen and help create active and inclusive student communities, challenge and reduce inequalities affecting students, and support and enhance the wellbeing of students.
Who is the staff lead?	Cat Turhan, Tom Newman
Who are the key stakeholders?	CSP Committee Members, MG Chairs, Liberation and Community Officers
When is the work expected to be completed?	Surveys of committee members will be completed by the end of Term 1. Focus groups will be completed by the beginning of Term 2. An action plan will be completed by the middle of Term 2 (late February). Implementation of the Action Plan will begin by the end of term 2 (early March).
Is there any governance (i.e. formal signoff) required? What is the target date?	The Project Plan for surveys and focus groups will be signed off by Management Committee. The project plan for focus groups will also be signed off by the CSP Board, Community and Welfare Board and Union Council. The Action Plan will be signed off by the CSP Board, Community and Welfare Board, Union Council, and the Board of Trustees. Backing will also be received from the DPCS throughout this process.
Is there any additional specific resource required?	A budget will be needed for incentives to run surveys and focus groups.

## 3. Improve Safeguarding and Disciplinary Procedures for Sexual Misconduct Cases

Objective description	The aim of this objective will be to increase awareness and education on consent, increase accessibility and safeguarding around reporting in the College and Union, and reform the disciplinary procedures in the College and the Union.  Active bystander training will be given to Union bar staff, CSP committee members, wellbeing representatives, and hall seniors. A working group will be set up for ICU, College Staff, and Imperial College students to keep the College accountable for its changes. After analysing the results of the sexual misconduct survey that was sent out by the previous DPW, a set of recommendations for best
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	practice will be made for the College and the Union. A review will be done of both the Union's and College's Disciplinary procedure, with policy changes and proposals presented accordingly.
What is the positive impact for students?	By analysing the survey on student experiences, we will be able to have a more representative figure on the prevalence of sexual harassment and violence that is experienced by students at Imperial. Following this, by putting into place an informed set of best practice guidelines for disciplinary and safeguarding procedures, students are likely to feel safer and more confident in coming forward and asking for support. Finally, a reformation of disciplinary procedures will lead to the transformation from a punitive process to one that prioritises the safety and wellbeing of students at Imperial College.  In summary, these measures will help to support and enhance the wellbeing of students.
Who is the staff lead?	Cat Turhan, Lloyd James, Tom Flynn, Tom Newman
Who are the key stakeholders?	All Imperial College students will be affected. Key collaborators will include SVLOs, ICUsToo, faculty and departmental welfare reps, and Richard Martin.
When is the work expected to be completed?	It is essential to have some initial safeguarding measures put in place before Welcome Week; this will include active bystander training for hall seniors, bar staff, CSP committee members, and departmental and faculty reps. After that, the results of the sexual misconduct survey will be analysed and published in the beginning of Term 1. The working group is already in the process of being formed and is likely to have its first meeting before Welcome Week. The revision of the Union's disciplinary and safeguarding policies will take place over the duration of Term 1. Best practice guidelines for College's procedures will be presented by the end of Term 1. The working group will then continue to meet regularly on a weekly to fortnightly basis.
Is there any governance (i.e. formal signoff) required? What is the target date?	The results of the survey, recommended policy changes and best practice guidelines will be presented to the Community and Welfare Board, Union Council, the Board of Trustees, ESOG Student Experience and College Council.
Is there any additional specific resource required?	A budget of ~£500 will be needed to implement active bystander training.

#### 4. Welfare Representation Network Review

Objective description	A review of the wellbeing representation network will be done to assess the effectiveness of the current structure in representing the student voice, the effectiveness of training that is provided to wellbeing reps, and barriers to the safeguarding of wellbeing reps. This will be done by surveying and doing focus groups with faculty reps, departmental reps, and year reps on their experiences in the wellbeing representation network. Following these surveys and focus groups, a set of recommendations will be made on how to
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	<p>approach structure, safeguarding, and training in the wellbeing representation network.</p> <p>The aim of this project will be to improve the structure of the wellbeing representation network and identify and address barriers in effective representation and safeguarding</p>
What is the positive impact for students?	<p>By analysing the survey on the experiences of wellbeing reps, we will be able to have a better understanding of the type of structure that would work best for the wellbeing representation network, what kind of additional support and training they are needing, and the type of safeguarding that we need to implement. Once these changes are made, a more effective system will be put into place which will aid the collective student voice in raising wellbeing concerns to the College, whilst supporting the wellbeing of representatives.</p> <p>Essentially, this project will help to support and enhance the wellbeing of students and empower students to change the world around them.</p>
Who is the staff lead?	Cat Turhan
Who are the key stakeholders?	Departmental, Faculty, and Year Wellbeing Reps.
When is the work expected to be completed?	The recommendations for structure, training and safeguarding will be published by the end of Term 2.
Is there any governance (i.e. formal signoff) required? What is the target date?	The format of the surveys and focus groups will be signed off by the management committee. The recommended changes to structure, training and safeguarding will be signed off by the CWB, Union Council, and Board of Trustees.
Is there any additional specific resource required?	A budget will be needed to provide initiatives for participation in the surveys and focus groups.

## 5. Developing the Union's EDI Strategy

Objective description	<p>An official EDI Strategy will be developed in line with the Union's value to be inclusive in everything we do, and to further its aim to strengthen and help create active and inclusive student communities. This will be done by gathering data to determine the scope of the project, publishing a tender document outlining the desired outcomes of the strategy, and the hiring of an external consultant to lead the project.</p> <p>The aim of this strategy will be to identify our weaknesses in equality, diversity and inclusion (EDI) as an organisation, establish our aims and priorities for both student and staff-facing EDI, and recruit professional expertise that will aid in creating a roadmap for realising our values around inclusion in the Union.</p>
What is the positive impact for students?	Implementing this strategy will identify where our weaknesses are and establish our institutional aims in widening the access and

	<p>participation of disadvantaged groups. It will identify resources and enablers that will aid the realisation of these aims and lay the groundwork for an action plan that will help us to accomplish these aims in a meaningful and timely manner. Finally, it will put into place key performance indicators that will measure the impact of the implementation of this strategy on diversity and inclusion in the Union.</p> <p>As a result, this project will strengthen and help create active and inclusive student communities and challenge and reduce the inequalities affecting students.</p>
Who is the staff lead?	Tom Flynn
Who are the key stakeholders?	BME, Disabilities, LGBTQ+, Working Class, Gender Equality, International, Interfaith, and Mental Health Networks; ICU Staff
When is the work expected to be completed?	A tender document will be published in Term 1, followed by the recruitment of an external EDI consultant by the end of Term 1. The EDI strategy will be written and finalised by the end of Term 2. It will be sent to the Board of Trustees for approval in Term 3.
Is there any governance (i.e. formal signoff) required? What is the target date?	The tender document will be approved by the EDI Strategy Group and the Management Committee. The final strategy will be signed off by the Board of Trustees.
Is there any additional specific resource required?	A budget of £10,000 has been allocated for an EDI consultant.

## Deputy President (Finance & Services) – Sam Lee

### 1. Union Sustainability

Objective description	<p>There have been increasing papers at Union Council which focus on sustainability and ethics within the Union and the College. A piece of work was started last year to look at CSP sponsorships and ethical principles behind who we allow and don't allow sponsorships from, this is still in early stages but the Union needs a unified approach to these questions all across the organisation (CSPs/LCNs/External Hires) and we will create this in the form of papers and policies.</p> <p>We also need to look at an internal approach to sustainability within all the departments of the Union and how we can be a more sustainable organisation.</p>
How does the objective align with our strategy?	Sustainable Resources & Infrastructure Comprehensive research, evidence & insight
Who is the staff lead?	Cat Turhan
Who are the other key team members?	Lloyd James, Nathalie Podder

Who are the key stakeholders?	Ethics & Environment Network, CSPB, Divest Imperial, Positive Investment Imperial
When is the work expected to be completed?	This will be an ongoing project over numerous years, with a policy taken to Council in 2 <sup>nd</sup> term.
Is there any governance (i.e. formal signoff) required? What is the target date?	Management Committee/ Finance, Audit & Risk Committee approval of Union's SRI

## 2. Developing a coherent lobbying agenda for Campus Services & Estates

Objective description	<p>Campus Services and Estates are crucial parts of the student experience at Imperial. We should be lobbying to be involved in key strategic decisions around these areas, to ensure students get the best experience during their time at Imperial.</p> <p>The President will lead on lobbying the Estates department, and the DPFS will lead on lobbying the Campus Services team. Due to the nature of the relationships we both hold, it doesn't make sense to split the work more than how it is being lead as we each hold different relationships with key stakeholders.</p>
How does the objective align with our strategy?	A constructive relationship with the College and wider sector
Who is the staff lead?	Lloyd James (Joint Objective Holder)
Who are the other key team members?	Tom Flynn, Rob Scully, India Marsden
Who are the key stakeholders?	Estates team, Campus Services team
When is the work expected to be completed?	This is likely to be something that will take multiple years to show the College that we should be involved in these discussions, and will make a project for the DPFS/President to span multiple years.

## 3. CSP Systems and Processes

Objective description	<p>Review the systems we use for CSP processes such as Budgeting, Risk Assessments, Event Budgets and Sponsorship approval. We need to ensure that they are fit for purpose and as accessible to students as possible. The two biggest tasks are budgeting and processes surrounding events. This is a joint objective held between DPCS and DPFS, and it makes the most sense for DPFS to take charge of the Budgeting process, and DPCS to take charge of the event processes. Any other systems included in the review will be jointly allocated as appropriate. This objective will also include reviewing the processes involved, if necessary.</p>
How does the objective align with our strategy?	This relates strongly to the enabler "Integrated and innovative technology", ensure that our systems are best placed to support our operation.
Who is the staff lead?	Ashley Cory

Who are the other key team members?	India Marsden (Joint Objective Holder), Connor Walford
Who are the key stakeholders?	CSP Committees, Student Opportunities and Development Team, Systems Team
When is the work expected to be completed?	This is a long process, and different sections will be completed at different times. We expect the new core items will be in place by the end of the final term at the latest.
Is there any governance (i.e. formal signoff) required? What is the target date?	If the budgeting process is changed, this will require CSPB and perhaps Council approval. Changing the Risk Assessment process will require approval from Finance, Audit and Risk.
Is there any additional specific resource required?	Depending on decisions made, this may generate work for the systems team, or we may need to look at external support to work on these issues.

#### 4. Commercial Review

Objective description	In the last academic year, the Board of Trustees instigated 5 reviews within the Union. One of the reviews was a Commercial Review, which was supposed to look at the offering we provided to students and ensure that offering is student-focussed. This project is still in an early stage and I want to focus on bringing our services back to basics and providing the events and services students want.
How does the objective align with our strategy?	Our venues primary focus is to enable students to have fun, and to build active and inclusive student communities.
Who is the staff lead?	Rob Scully
Who are the other key team members?	Kay Counter, India Marsden, Florence Vincendeau, Glen Whitcroft
Who are the key stakeholders?	Student users of our bars, casual (student) staff
When is the work expected to be completed?	Early 2022
Is there any governance (i.e. formal signoff) required? What is the target date?	Board approval of the new strategic commercial plan (Early 2022)

#### 5. Services & Sustainability Board

Objective description	<p>The Services &amp; Sustainability Board (SSB) is a sub-committee of Union Council who are responsible for policy relating to internal sustainability, and for advising the DPFS on challenging the College on matters of sustainability. It is also where students input on our venues, shop, and facilities and can pass policy relating to these areas.</p> <p>It is currently not utilised effectively, and I want to ground SSB with an annual calendar of business and a full suite of policies for them</p>
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	to take ownership of. I also want to expand the remit slightly and introduce a sub-committee of SSB who will be responsible for the creative direction of events in the Union, and ensuring the events we run are student focused.
How does the objective align with our strategy?	SSB aligns to our strategy in a number of ways, it should be crucial for our 'Comprehensive research, evidence and insight' and ensure that we are democratic in our approach to these areas and that we enable students to have fun. It is also core to ensuring we have sustainable resources and infrastructure.
Who is the staff lead?	Cat Turhan
Who are the other key team members?	
Who are the key stakeholders?	SSB members, casual staff, Ethics & Environment network
When is the work expected to be completed?	We will have a calendar of business for the year in time for the first SSB of the academic year, and will build the policy list throughout the year.

## Deputy President (Education) – Daniel Lo

### 1. Work closely with academic/departmental reps to ensure the departments are actively addressing the issues/feedbacks raised in the NSS responses

Objective description	<p>Overview: NSS is an annual survey measuring final year student's satisfaction of their course/the College/ICU. Each departmental reps need to provide at least 3 recommendations for their respective departments according to the NSS data. DPE will work closely with the faculty reps to provide support so the faculty reps can effectively support the dept reps in departmental meetings when they present their NSS recommendations to the College staff.</p> <p>DPE analyse NSS data  DPE read NSS comments  DPE share simplified data with dep reps  DPE support academic and wellbeing reps while DPW is away  DPE as first point of communication and liaise with reps to ensure they submit their work on time  DPE contact faculty reps to see how they support the dep reps</p>
How does the objective align with our strategy?	<p><b>To improve the academic and educational experience of students</b></p> <p>To support and enhance the wellbeing of students  To empower students to change the world around them  To challenge and reduce inequalities affecting students</p>
Who is the staff lead?	CT
Who are the other key team members?	DPE, DPW, CT, HS, Pres, Academic reps
Who are the key stakeholders?	Faculty and departmental academic reps, Departments, College, ICU

When is the work expected to be completed?	10/9 (Fri) submit the NSS response DPE will monitor throughout the year
Is there any governance (i.e. formal signoff) required? What is the target date?	Must submit to provost board two weeks before the meeting so 10/9 will be the hard deadline
Is there any additional specific resource required?	N/A

## 2. Providing support on development training for academic reps and foster cross-departmental interaction

Objective description	<p>Overview: ICU organises trainings for all the faculty, dept reps before the term starts. Once the year reps are elected in late October, ICU organises a separate training session for the year reps in a larger scale. DPE will generate ideas for the training materials while the ICU staff help with designing the slides and lead a few presentations if needed. We will provide networking opportunities between the faculty rep and dep rep, as well as the dep rep and their year rep in their department.</p> <p>DPE organise rep training for academic dep reps and year reps CT and HS help DPE to design materials for the rep training Rep training delivered by DPE, DPW, CT and HS HS send out calendar invite and admin support CT and HS provide advice/recommendations for the items that DPE wishes to include DPE, Faculty and dep reps networking DPE and ICU support academic reps throughout the year after the training</p>
How does the objective align with our strategy?	<p>To strengthen and help create active and inclusive student communities</p> <p>To empower students to change the world around them</p>
Who is the staff lead?	CT and HS
Who are the other key team members?	CT, HS, Pres, (sharing only), TN, DPE
Who are the key stakeholders?	All academic reps
When is the work expected to be completed?	<p>21/9 Faculty academic rep training</p> <p>21/9 Departmental academic rep training</p> <p>Mid-Nov Year academic rep training</p>
Is there any governance (i.e. formal signoff) required? What is the target date?	Not that I am aware of. Not officially documented meeting and it will be less formal and more interactive
Is there any additional specific resource required?	Lecture hall booking for the Nov training

### 3. Conduct a full review of the Mums and Dads scheme to investigate what the right course of action is

Objective description	<p>Overview: A personal project developed by the DPE to expand the mums and dads scheme across all departments. DPE thinks that the m&amp;d scheme should expand to Y2 since they don't have much university experience and rebuild the student community. DPE wishes to run through in a single department as a trial. DPE awares that some dept societies have previously organised m&amp;d and I would like to centralise them. It partially matches with DPW's objectives too so it's good to have DPW's involvement too. A more detailed project proposal will be drafted in a separate document.</p> <p>DPE draft a proposal for Pres and TN to approve in MC  Lead by DPE but DPW, DPCS can involve as well  HS might need to help with matching the students or help the dept reps to do so</p>
How does the objective align with our strategy?	<p>To enable students to have fun  To facilitate the personal and professional development of students</p>
Who is the staff lead?	CT, maybe TN as well
Who are the other key team members?	TN, CT, HS, DPW, DPCS (if involve dept socs)
Who are the key stakeholders?	All students who signed up for the scheme, ICU
When is the work expected to be completed?	Before the Christmas break so it can be launched in term 2. Would be ideal to work in several departments before the term starts
Is there any governance (i.e. formal signoff) required? What is the target date?	Yes, if funding is required but DPE hope that the scheme should be voluntary. Need to be approved by the management committee
Is there any additional specific resource required?	Promotion from student dept reps



**Imperial College Students' Union  
Board of Trustees / 29 September 2021**

**DPE Report to Board of Trustees**

Author(s): Daniel Lo (Deputy President Education)

Purpose: To report on the work of the DPE.

**Updates:**

- Led the development of a College-wide NSS response recommendation and conducted in-depth analysis of the results to provide insights for student representatives to come up with departmental recommendations
- Supported the departmental reps in the development of individual departmental responses, based on the departmental NSS results including facilitating a drop-in clinic and personalised feedback on their first draft
- Attended various College meetings and raised concerns on certain key issues, e.g. introducing undergraduate courses in the Imperial Business School, financial support for students traveling from red list countries
- Lobbied the College to arrange chartered flights for international students from China due to the lack of direct flights
- Assisted with recruitment for the Policy and Research Officer

**Upcoming:**

- Leading the development of a College-wide PRES response recommendations and conducted in-depth analysis of the results
- Organise a training week for the newly elected year representatives in November
- Chairing the Education and Representation Board (ERB) and taught/research postgraduate forum

**Imperial College Students' Union  
Board of Trustees / 29 September 2021**

**DPW Report to Board of Trustees**

Author(s): Nathalie Podder (Deputy President Welfare)

Purpose: To report on the work of the DPW.

**Updates:**

- Formalised Officer Trustee Objectives (see below for details)
- Implemented Ask for Angela scheme in the venues
- Sent out invitations to Active Bystander Training for hall seniors. 11/14 wardens have responded affirmatively at the time of writing this.
- Gathered a group of volunteers with Sexual Violence Liaison Officer (SVLO) and Mental Health First Aider (MHFA) training to act as active bystanders during night-time events in Beit Quad during Welcome.
- Participated in the shortlisting and interview panel for a Liberation and Campaigns Coordinator.
- Assisted the DPE with the well-being section of the Union's National Student Survey (NSS) response.
- Met with a representative from St. Andrews to exchange information on our Equality, Diversity and Inclusion (EDI) strategies.
- Selected a consent training provider for Clubs, Societies and Projects' (CSP) chairs and presidents, faculty and departmental wellbeing reps, and hall seniors.
- Wrote a blog post about the Safe Night Out Campaign.

**Upcoming:**

- Set up a staff and student working group for reviewing College's disciplinary procedures.
- Analyse the results of the sexual misconduct survey
- Write the annual bursary survey response
- Begin drafting a tender document for an Equality, Diversity and Inclusion (EDI) consultant.
- Meet with an expert to discuss community building.
- Draft a survey for the CSP Culture Review; present this to the Clubs, Societies & Projects Board
- Write an Operational Procedures Policy for the handling of complaints and disciplinary cases.
- Co-run a Relationships 101 workshop with ICUs Too for freshers at Gabor Hall.

**Imperial College Students' Union  
Board of Trustees / 29 September 2021**

**DPCS Report to Board of Trustees**

Author(s): India Marsden (Deputy President Clubs and Societies)

Purpose: To report on the work of the DPCS

Updates:

- **Getting set up** - Unsurprisingly, the thing I've been spending most of my time doing is just figuring everything out. I'm now pretty much there in terms of understanding all our systems, meetings and methods, so hopefully I will be able to focus more on projects from now on.
- **New Staff** - Our new Student Opportunities and Development Manager, Connor Walford started two weeks ago. I have been working with him to get him up to speed on how we work, and our structures. We have been planning and prioritising work for the upcoming term. I have also been on Interview panels for various new staff members and will continue to be as we go through our current recruitment drive.
- **Imperial Athletes** - Connor and I have been working closely with Move Imperial to finalise the club allocations within Imperial Athletes and making those transfers. Since this is the first year where clubs will be able to run activity under relatively normal circumstances, it has been tricky to figure everything out.
- **Welcome fair (Digital and In-person)** - I have been working closely with the team in planning the Welcome fair, making sure clubs get a stall and sorting out plans, one-way systems and all the associated complications.
- Women focused departmental groups - I've picked up a project that Ross didn't get around to starting last year, which is finding a way for the Union to support the creation of "Women In" society - societies to represent the female population of specific departments. Previously, Ross and the New Activities Committee had expressed concern around the similarity of their remits and had subsequently rejected their applications. We have a lot of societies, and it is difficult for the team to give them the support they need. I have met with current stakeholders and will be working with them to set up a solution that minimises the admin overhead and allows them to function as independently as possible.
- **Tour's funding** - There was remaining work from prior to the handover to allocate and send out Tour Grants from IC Trust, so this was something I completed in August to enable Summer tours to happen. • **Give it a go** - Ensuring the Union has a Give it a go provision this year to enable clubs to have an opportunity to have a taster session advertised and supported by the union. I have extended this from only one day to a weeklong series of event, to ensure more groups have the opportunity to take part. This is particularly important this year to ensure groups can regain membership after a year where they likely had a smaller intake than standard.
- **College facing work** - I have been attending ESOG-SE meetings as they wrap up their existence, providing updates to College Staff about CSP activity and our plans for Welcome. There have also been various College facing presentations about the OTs and the Unions plans and offering, which I have been taking part in.

**Upcoming:**

- **Start of term:** Welcome week and the start of term is approaching, and so there will be lots of work to sort all that out and make sure all activity is approved and running safely, alongside all the organisation involved in Welcome Fair and Give it a go.
- **Further Work on Women in societies:** the structure needs to be set up and enabled appropriately through NAC. 1 DPCS Board of Trustees Paper September 22, 2021
- **Objectives Beginning work on objectives:** The first ones I will look to tackle will likely be Training and Systems and Processes.

**Clubs, Societies and Projects Board (CSPB) Update:**

- CSPB Policy has been reapproved for the upcoming year with no changes
- We will be putting together an Imperial Athletes Policy to clearly define its role and who is responsible for what.
- Subcommittees will be elected in the next CSPB in mid-October.

**Imperial College Students' Union  
Board of Trustees / 29 September 2021**

**DPFS Report to Board of Trustees**

Author(s): Sam Lee (Deputy President Finances and Services)

Purpose: To report on the work of the DPFS

**Updates:**

- Hiring, Hiring, Hiring - We are in a crucial hiring period for the organisation, and we are getting sector leading individuals applying for our roles
- Casual Staff Review Paper - Part of the People Culture Review, I was tasked with writing a paper identifying how the Union can improve our support, training, engagement (and many other things) which will be going to September Trustee Board for approval of actions from the paper.
- Scheduled Union and Estates/ Campus Services 1-2-1s to enable us to more effectively raise issues and lobby for change at a higher level and enabling us to build a stronger relationship with these departments.
- Welcome Events planning - We had a real push to ensure the events planned for Welcome 2021 were inclusive and added more value to the events.
- Reynolds Refurbishment Stage 1 2 Plan - We now have a quite detailed plan for Reynolds refurbishment.
- Started initial conversations with Too Good To Go surrounding wastage within the Union and College.

**Upcoming:**

- Lobbying the College to implement clearer allergen labelling
- Lobbying the College to look at the wastage within the College's catering outlets
- New Activity Registration app to make it easier to use, and to minimise wait times and number of authorisation levels
- Create a major events plans to provide wider-ranging and better support to groups running major events
- To create an events committee to provide creative direction on all major Union events, to ensure we provide the best events for students.

Imperial College Students' Union  
Board of Trustees / 29 September 2021

President Report to Board of Trustees

Author(s): Dr Lloyd James (Union President)

Purpose: To report on the work of the Union President

**Updates:**

- Worked on implementation of Governance Review (annual measuring round, tidying Governing Documents, and more)
- Oversaw objective-setting process for OTs, Felix Editor, Constituent Union Presidents, and MD
- Updated ICU Policies on the Union website including removal of out-of-date Board Policies: identified a need for revised Board Policies including a Freedom of Speech Policy, Staff-Student Policy, and Members under 18 Policy
- Assisted with the development of the NSS Response recommendations
- Advised the College on regulations around Covid safety, charter flights for Chinese students, and Man-aged Quarantine rebates
- Initiated lobbying project around lack of student study space on campus(es) • Developing relationships with key College stakeholders, led presentation on ICU context / strategy and Officer Objectives at Heads of Department Lunch
- Assisted with recruitment for roles including Policy and Research Officer
- Engaged with a number of disciplinary procedures: identified a need for more robust procedures for issues with alumni / non-members
- Lobbied the College and fed back to students on the contentious issue of guests at Graduation
- Passed my PhD Viva (woo)

**Upcoming:**

- Complete Report on GSU Structure Reform based on results of PG Engagement Survey and focus groups
- Engage with Socially Responsible Investment Policy Committee to lobby the College for increased staff support for sustainability
- Put together a working group for a project to look at student-led decoration (art, photographs etc) for the new student spaces in the old Chemistry building
- Lobbying the College for increased student engagement in recruitment of senior College staff.

**Needing Approval:**

As part of the GSU Review, we will likely be making significant changes to the structure of the GSU Committee which will ideally be implemented this year while the Committee is mostly vacant. As it was not considered possible for a new structure approved at this Board meeting to be implemented in time for Autumn Elections, I am requesting Board approve the decision to **postpone the election of GSU Committee roles, excluding the Faculty Representative roles, until after the new Committee structure has been approved at the next meeting.**

**Imperial College Union  
Council Chair Report  
Board of Trustees / 29<sup>th</sup> September 2021**

Author(s): Michaela Flegrova (Council Chair)

Purpose: To report on the work of the Union Council Chair and Union Council

Decision(s): To note

**1. Intro**

I started in the role on August 1<sup>st</sup> and there has not been a Council meeting since, so there is not a lot of business to report.

**2. Council Meetings 2021/22**

Ten meetings for the academic year 2021/22 have been scheduled for the following dates:

1. 30<sup>th</sup> September
2. 2<sup>nd</sup> November
3. 30<sup>th</sup> November
4. 11<sup>th</sup> January
5. 8<sup>th</sup> February
6. 8<sup>th</sup> March
7. 5<sup>th</sup> April
8. 10<sup>th</sup> March
9. 7<sup>th</sup> June
10. 5<sup>th</sup> July

The first meeting will be held remotely on Teams to allow students who have not yet come to London to participate. The remainder of the meetings is planned to take place in the Union Dining Hall, which has already been booked for that purpose.

**3. Roles on Council**

The majority of Council members were elected in the Leadership or Summer Elections. However, the biggest gap is currently among the Management Group Chairs, who are elected offline and some of them have not been selected yet.

We are to elect the 16 Representative to Council roles in the Autumn elections. These are proportionate to the number of students in each Faculty, according to the Bye-Laws. For the 2021/22 academic year, the following distribution is proposed:

Business School	PG	2
Faculty of Medicine	PG	2
Faculty of Medicine	UG	2
Faculty of Engineering	PG	2
Faculty of Engineering	UG	4

Faculty of Natural Sciences	PG	1
Faculty of Natural Sciences	UG	2
Imperial College	PG	1
		<hr/>
		16
		<hr/>

I am planning to review the roles on Council in the upcoming academic year. Currently, postgraduate students are disproportionately underrepresented due to each Constituent Union having three seats on Council (president, academic rep, welfare rep), and the majority of CU's being undergraduate.

#### **4. Council Publicity**

In the upcoming academic year, I am hoping to increase the publicity of Union Council to encourage more students to take interest in what Council is up to. This will likely involve some level of collaboration with Felix as well as the marketing department in the Union.

On Monday 20<sup>th</sup> September we promoted Union Council on Instagram through a handover, where I was answering questions students had about Council and the Representative to Council role. We had over 1,600 views of the stories on average and 19 questions were asked.

#### **5. OTs Reporting**

I am also planning to review the way Officer Trustees are held accountable this year. This will involve changes to the way reports are written and voted on, as well as other ways to provide OTs with better feedback on their work. Some work has already been done (consultation with outgoing OTs, changes to report format in collaboration with the President), but more consultation is likely to take place to determine what other changes to implement.



**Imperial College Union  
Board of Trustees / 29 September 2021**

**Board Subcommittees Update**

- Author(s): Dr Tom Flynn (Managing Director)  
Dorothy Griffiths (Governance and Membership Chair)  
Stephen Richardson (Interim Finance, Audit and Risk Chair)  
Victoria Agbontaen (Governance Officer)
- Purpose: A summary of the work of Finance, Audit and Risk, Governance and Membership and Management Sub-Committees of Board.

**1. Finance, Audit and Risk**

- i. Terms of Reference & Membership: Trustees approved the new terms of reference but noted that as the year develops there will be opportunities to develop the terms of reference further as well as having a yearly review.
- ii. 2020/21 Financial Performance Update: RS explained that financial planning for 2020/21 was particularly difficult as a result of the pandemic and a significant number of changes within the organisation and the finance team. The operating surplus of the Union is a surplus of £154k, compared to a budget deficit of £18k. This improvement was expected in the later stages of the year as venues and retail reopened, the benefits of the Job Retention Scheme ('furlough') and vacant staff post savings.
- iii. Strategic Risk Register Review: it was noted that the risk register is developed and presented on the basis of both inherent and residual risk after the mitigating actions are taken into consideration. This ensures that the Board remains focussed on the major issues and makes the document a more effective and live piece of work. Trustees were informed that the Union has a strong relationship with the central University and the core objectives for the next year in the representation team is to build those relationships in academic departments.
- iv. Statutory Audit Timeline: members were informed that the draft account for the audit is being submitted in early September and field work starting mid-September so the accounts can be filed in advance of the Charity Commission deadline in May. RS informed members that the auditors being used this year are new and were replaced due to issues of poor performance with the previous auditors. Trustees were informed this was a formal process led by the F&R committee, its Chair and also involved the Director of Finance at the College to ensure a robust process. RS noted there will be a minimum three-year review on the auditors moving forward.
- v. CapEx Update: members were notified that the organisation is considering three major capital investments this year including the Reynolds Bar refurbishment (College project with Union input), Union shop renovation and several minor developments to the Union building (a helpdesk, zoom pods and permanent advice centre location).
- vi. 2021-22 CSP Grant Allocations: subcommittee approved the preliminary allocations that CSP's have been granted for 2021/22. SL confirmed that CSPB completed the budget under the assumption the Union would be functioning under normal circumstances for the new academic year. It was agreed that there is a need to review the allocations process and this information

will be benchmarked moving forwards, as those exact numbers do not currently exist. Trustees agreed that as 2020/21 was an exceptional year, therefore no funds will be transferred in or out of the Activities Development fund this year and the closing balance this year will remain as the opening balance next year with a view to review this further next year.

- vii. Umbrella H&S Policy: as numerous H&S policies had been approved by Finance and Risk Committee over the last year this resulted in a requirement for an Umbrella policy. The policy contains all the common elements, a policy statement and introductions/responsibilities, training, reviews etc. Trustees approved the Umbrella H&S Policy and agreed H&S policies should be reviewed once a year, even if there are no changes

## **2. Membership and Governance**

- i. Terms of Reference & Membership: members approved the new terms of reference including the purpose and membership of the subcommittee with a view to revisit them at the end of the year. The procedure for selecting members of the subcommittee was agreed between the Union President and the Board Chair.
- ii. RO & DRO Appointment & Election Rules & Regulations: members approved the appointment of the Returning Officer (Ryan Bird) and Deputy Returning Officer (Tom Newman) for the 2021/22 Leadership elections. Members also approved the election rules and regulations for the 2021/22 academic year noted that the Union will be returning to in-person elections.
- iii. Update on Governing Documents: The Committee were made aware of the current status of the Governing Documents and the changes to the byelaws over the last two years will be made available on the website. Members were informed that a template will be produced for any constitutional changes to enable easier tracking of changes. Members agreed that the governing documents will be updated as and when changes are made so the most up-to date version is always available on the website.
- iv. Disciplinary Review Update: The Committee were informed of the current status of the review of the Unions disciplinary procedures. The new procedures, which were approved by Council and Board last July and required the Governance and Membership Committee to make a number of appointments of which were agreed as outlined in the paper. Subject to the approval of the Board, members agreed to proceed with the recommendations provided.
- v. Democracy Review Update: The Committee were informed that over the next year, there will be a formal project plan reviewing the democratic governance structures including Union Council and its relevant subcommittees and how these groups function and operate. It was noted that this project will be led by the Union President with collaboration from the Council Chair, Representation Manager and relevant wider staff team members.

## **3. Management Committee**

Advice Centre Review: Cat Turhan (Representation and Advice Manager) discussed the strategic need for the service and currently, the way the advice centre operates is not fit for purpose. CT also discussed the need to recruit more members of staff to support the service and further support to be put out marketing the services and what the advice centre offers. It was suggested that an Advice Manager be recruited to assist in training staff, developing

relationships with College and will be responsible for managing the advice caseworkers. The Advice Manager will also be responsible for their own caseload, training casual staff on contract checking and supporting other staff. In addition to this, an Advice and Outreach coordinator would be recruited to focus on the heavy admin which often burdens other staff and oversee freshers stall and other College/sector-wide events.

The committee discussed having a presence in Reynolds, White City and how the Advice Centre will be able to support medical students. Similarly, it was suggested to consider the use of specific staff expertise in other issues, for example employment issues and how the Advice centre would be able to draw expertise from staff.

- i. Vaccine Passports w/Nightclubs: It was advised that as Government guidance had not proceeded with the initial plan of 'covid-passports', the Union would be following guidance and will therefore not require students to provide proof of a negative test or vaccinations before entering Union spaces for events. It was agreed that students will be encouraged to take tests beforehand, however this will not be checked as it is not a legal requirement. Staff will be required to wear face masks and those exempt from wearing masks will wear a visible lanyard informing students of this. Masks are not mandatory for students within venues but there will be clear signage/email comms informing students to stay home if they are feeling unwell. The committee discussed the need for consistent comms between CSP's and venues to ensure there is one set standard and no miscommunication between groups regarding events and expectations.  
The committee considered different options for crisis comms for Welcome week and it was agreed that if any news outlets reach out the Union, the Union President will be the only individual who will communicate with them in writing. Felix and the College media team will also be looped in if this instance were to occur.
- ii. Helpdesk Design: The committee discussed the requirement for the helpdesk to have sufficient heating, hearing loop, drinking water and clear out of office hours signage. Signage from all areas of the building informing Students that the helpdesk is on the ground floor was also agreed as necessary. It was agreed that it would be valuable to have a key drop-off point for those CSP's who need to drop keys off out of hours. The committee recommended having a digital screen in the reception area where there can be cross promotion around the shop/CSP's, Advice centre and other Union services as well as braille on the door signs.
- iii. Welcome Fair: It was noted by the committee that Queens Lawn is still under construction and there has been little progress in the last few weeks. This raises concerns for the Welcome Fair as without the use of the lawn, there will be limited availability of space for CSP's and other student and Commercial groups who require stalls.  
It was agreed that TN will contact the College and confirm if it would be possible to use Princes Garden if Queens Lawn is not ready. However, as Princes Garden is not covered, this raises concerns in the event of bad weather on the day.
- iv. Meeting Pods: the committee discussed having meeting pods where staff are able to take private meetings. There were concerns around whether the meeting pods were ventilated, and the committee were informed that the pods are air conditioned based on the outside condition. It was agreed that staff would book this out via an outlook calendar and if there is a requirement for more pods due to demand vs availability this will be reviewed.
- v. UCH Redevelopment: it was noted that the UCH redevelopment project is on track to be completed according to the timeline with a completion date of 7<sup>th</sup> October 2021 with the bar and top layer seating to be completed.

**Imperial College Union  
Board of Trustees / 29 September 2021**

**Annual Calendar of Business 2021/22 UPDATE**

Author: Dr Tom Flynn (Chief Executive)  
Victoria Agbontaen (Governance Officer)

Purpose: To note the updated Annual Calendar of Business for Board and its standing subcommittees.

**1. Summary**

The items in red have already identified as substantive:

## Annual Calendar of Business 2021/22

Date	Meeting	Strategic	Financial	Governance / Risk	Other Cyclical Substantive Items
29 Sep	Board	Annual Operating Plan Summary Annual Report & Baseline Balanced Scorecard 2020/21	2021/22 Stage 2 Budget Review (if required)	Scheme of Delegation Subcommittee ToR & Appointments Annual Charity Governance Code Review RO & DRO Appointment Election Rules & Regulations Trustee Succession Plan	OT Annual Objectives MD Annual Objectives Annual Health & Safety Report
17 Nov	Finance, Audit & Risk		Draft Annual Accounts 2020/21 Draft Audit Findings Report 2020/21 October (Q1) Management Accounts 2021/22 Stage 3 Budget		CSP Grant Allocation Framework 2022/23
8 Dec	Board		Annual Accounts 2020/21 Audit Findings Report 2020/21 November (October) Management Accounts	Annual Strategic Risk Register Review	Elections Briefing Space & Buildings Strategic Review
16 Feb	Board		2021/22 Stage 4 Budget Update January (December) Management Accounts	Board Effectiveness Discussion	Commercial Strategic Review
16 Mar	Finance, Audit & Risk		February (Q2) Management Accounts 2021/22 Stage 4 Budget 2022/23 Budget Principles	Strategic Risk Register Review	College Internal Audit Report & Action Plan Annual Casual Staff Pay Review
18 May	Board	Annual Planning Round Framework & Priorities	April Management Accounts	Annual RO & DRO Report Student Trustee Appointment	Staff Satisfaction Survey Results
22 Jun	Finance, Audit & Risk		2021/22 Expected Outturn (Stage 5 budget) May Management Accounts 2022/23 Draft Budget Annual Review of the Finance Handbook		CSP Grant Allocation 2022/23 Ratification
13 Jul	Board	Annual Report & Balanced Scorecard 2021/22	2021/22 Expected Outturn (Stage 5 budget) June Management Accounts 2022/23 Final Budget	Annual Calendar of Business 2022/23 Board Effectiveness Discussion	OT Reflections

**Imperial College Union  
Board of Trustees / 29 September 2021**

**2020/21 Financial Outturn**

Author(s): Rob Scully (Director of Finance & Resources)

Purpose: To provide an update on the final year outturn of the 2020/21 budget.

Decision(s): For consideration only.

**1. Context**

Financial planning for 2020/21 was particularly difficult as a result of the pandemic and a significant number of changes within the organisation and the finance team. As a result, the Trustees decided a multi-stage approach to budgeting which saw the latest budget revision approved in February 2021. This paper provides an analysis of financial performance against this budget, based on the draft financial results as at 26 August 2021 (and subject to change throughout the audit process as explained below).

The full management accounts for July 2021 are included in Appendix One. All figures are draft until the year end accounts are audited and signed off.

**2. Operating Performance**

The operating surplus of the Union is a surplus of £154k, compared to a budget deficit of £18k. This improvement was expected through the latter part of the year as venues and retail reopened and the benefits of the Coronavirus Job Retention Scheme ('furlough') continued.

	<b>Stage 4 Budget</b>	<b>Actual</b>	<b>Variance</b>
Income	2,019,251	2,243,027	223,776
Operating Expenditure	(2,037,711)	(2,088,858)	(51,147)
Operating Surplus	(18,460)	154,169	172,629
Restructuring Cost	(153,200)	(167,639)	(14,439)
'Cash' Surplus	(171,660)	(13,470)	158,190
Depreciation	(226,000)	(1,164,149)	(938,149)
Total Deficit	(397,660)	(1,177,619)	(779,959)

This essentially means that whilst the Stage 4 budget had required the restructuring costs to be funded by the General Reserve, these have actually been covered by the in-year surplus and therefore we have not had to utilise reserves for this.

The main contributing factors to the operating surplus variance are shown below:

<b>Operating surplus Variance</b>	<b>172,629</b>
Retail Contribution	35,761
Venues Contribution	32,177
Additional external bookings	26,743
Additional furlough income	37,150
Release of bad debt provision	44,097
Saving on cleaning	29,515
CSP Grant under-allocation	18,550
Staff vacancy savings	<u>28,399</u>
	252,392
Unrealised gains on sale of minibuses	(9,830)
Historic balance sheet corrections	(44,258)
Net other	<u>(25,675)</u>
	<u>172,629</u>

The release of the bad debt provision is the impact of having collected a significant amount (c67%) of the debts that were old at the previous year end, a positive result of the sustained efforts of the finance team this year.

The historic balance sheet corrections relate to a number of invoices that were sat in a suspense account and not charged to individual budgets. It is likely that many of them will be funded by CSP underspends, however this is yet to be confirmed. The above position is therefore the worst case scenario.

### 3. Exceptional Items

In addition to the operating performance, there are a number of 'below the line' items that have an impact on the total deficit position as reported in the annual accounts. These items are:

Depreciation (old method)	(2,213)
Depreciation (adjustment to new method)	(935,936)
Restructuring Costs	<u>(14,439)</u>
<b>Exceptional Item Variance</b>	<b>(952,588)</b>

The majority of this relates to accelerated depreciation as a result of implementing the new capitalisation & depreciation policy, which was approved by the Finance & Risk Subcommittee in June 2021. This does not have a cash impact, and is funded by a designated reserve and therefore does not impact on the general reserve.

There is an additional accelerated depreciation charge of £2,057k which relates to the application of the new policy to items funded by specific capital grants. As with the that above, there is no cash or general reserve impact (the restricted capital grant fund and fixed asset balances are reduced).

### 4. Financial Accounts Position

As a result of the above, the financial accounts will present a significant deficit position. The draft accounts are currently presenting a £1,122k deficit on unrestricted funds, reconciled by:

Budget operating deficit	(18,460)
Budget exceptional items	(379,200)
Total budget deficit	<u>(397,660)</u>
Variance to operating budget	172,629
Variance to exceptional items	(952,588)
	<u>(1,177,619)</u>
Other accounting adjustments	55,233
<b>Draft Accounts</b>	<b>(1,122,386)</b>

The £55k relates to adjustments required to comply with the SORP, including reclassifications between restricted/unrestricted funds.

As a result of the above, there are two major changes to the balance sheet:

- i. The net book value of fixed assets is significantly reduced – as a result of us applying the new policy, the largest items on the fixed asset register (building redevelopments) have had their valuations reduced. Fixed asset values are classified as ‘accounting estimates’ and there is no ‘real world’ impact of this change (such as cash or general reserve).
- ii. The specific reserves that we held to fund the future depreciation have reduced in line with the above – in order to fund future depreciation of fixed assets, we hold specific funds within our reserves, these have been reduced to fund the accelerated depreciation and essentially offset the above. The remaining funds cover all of the future depreciation on remaining assets.

Appendix Two includes detailed extracts from the draft financial accounts showing the impact on fixed assets and reserves, but the most important impact of the 2020/21 financial performance is that the general/free reserve has increased from £387k at the start of the year to £495k.



**Imperial College Union  
Board of Trustees / 29 September 2021**

**2021/22 Stage 2 Budget**

Author(s): Rob Scully (Director of Finance & Resources)  
Dr Tom Flynn (Managing Director)

Purpose: To propose the final Stage 2 Budget and two capital projects.

Decisions(s): To approve the Stage 2 Budget, to approve £70k capital expenditure budget.

**1. Context**

In May 2021 the Board of Trustees agreed a staged approach to budgeting for 2021/22 to reflect the increased uncertainty around operations as a result of the ongoing coronavirus pandemic. The Stage 1 Budget was approved by Trustees in July 2021 and in line with the agreed approach to budgeting, the underlying assumptions have been reconsidered in this Stage 2 Budget

**2. National Context**

A significant factor impacting on the budget for 2021/22 is level of restriction in place as a result of the pandemic. The Government had previously announced that they would impose additional restrictions on 'nightclubs' and venues with large crowds, which would likely have impacted us. In the Government's *COVID-19 Response: Autumn and Winter Plan 2021*<sup>1</sup> they have reserved this as an option for 'Plan B' but are not introducing it at this stage.

This gives something to be cautiously optimistic amount, however there is still the risk of another lockdown or other restrictions being imposed over the winter when cases of COVID-19 are expected to increase.

**3. Stage 2 Budget**

As a result of this, the Stage 2 budget is very similar to the Stage 1 budget. Whilst we have more certainty over our ability to operate as planned during Welcome, there is still uncertainty throughout the rest of the year as well as the business of campus. Therefore assumptions around trading activity have not changed materially, but will be reassessed against at the Stage 3 Budget.

The Stage 2 Budget shows the 'core' part of the organisation at breakeven, and an enterprise surplus of £122k. This includes a specific contingency of £20k, in addition to the expected additional vacancy savings as described below.

Depreciation is shown 'below the line' as it is fully funded by designated and restricted funds and does not have a cash impact. The budget is significantly lower than in the Stage 1 Budget, reflecting impact of the fixed asset policy change as explained in the 2020/21 outturn paper.

The full budget is included in Appenix One, a summary is shown below:

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<sup>1</sup> <https://www.gov.uk/government/publications/covid-19-response-autumn-and-winter-plan-2021>

**Imperial College Union**  
**Stage 2 Budget 2021/22**  
**Union**

	Core			Total
	Grant Funded	Venues & Events	Enterprise	
<b>Income</b>				
Block Grant	2,527,213			2,527,213
Other Income	33,168			33,168
Advertising & Media Sales	90,000			90,000
Welcome	40,000			40,000
Venues		1,924,990		1,924,990
Retail			1,018,500	1,018,500
External Bookings			75,000	75,000
<b>Income Total</b>	<b>2,690,381</b>	<b>1,924,990</b>	<b>1,093,500</b>	<b>5,708,871</b>
<b>Cost of Sales</b>				
Venues		(587,497)		(587,497)
Retail			(490,920)	(490,920)
External Bookings			-	-
<b>Gross Profit</b>	<b>2,690,381</b>	<b>1,337,492</b>	<b>602,580</b>	<b>4,630,453</b>
	100%	69%	55%	
<b>Expenditure</b>				
Core Expenditure Total	(2,687,791)	-	-	(2,687,791)
Venues		(1,336,035)		(1,336,035)
Retail			(465,692)	(465,692)
External Bookings			(15,000)	(15,000)
<b>Total Expenditure</b>	<b>(2,687,791)</b>	<b>(1,336,035)</b>	<b>(480,692)</b>	<b>(4,504,518)</b>
<b>Operating Surplus/(Deficit)</b>	<b>2,590</b>	<b>1,458</b>	<b>121,888</b>	<b>125,935</b>
		0%	11%	
Depreciation	(80,000)			(80,000)
<b>Total Surplus/(Deficit)</b>	<b>(77,410)</b>	<b>1,458</b>	<b>121,888</b>	<b>45,935</b>

As discussed as part of the Stage 1 Budget, there are a significant number of new roles created which will take time to fill. The current estimate of this saving, based on planned recruitment timelines is £170k. The allocation of this saving remains in line with the Stage 1 Budget:

- i. £60k has been allocated (reflected under 'payroll contingency' in Leadership) in the budget to one-off costs largely related to developing and embedding the new staff structure: £20k for technology to support hybrid working; £15k for enhanced staff development opportunities; £10k for recruitment costs; £10k for EDI support and development
- ii. A number of roles are being back-filled by temporary agency staff, to ensure that we can continue to provide a good level of service to our members in term one. This is currently estimated at c£80k.
- iii. The unallocated vacancy saving will act as a further risk management tool to respond to volatility and shocks in term 1. Should there be no need to utilise this, the Stage 3 budget will consider how best to allocate the remaining saving.

#### 4. Capital Investment

In addition to the operating budget presented above, there are two small capital projects that are proposed:

- i. Helpdesk  
 One of the new services identified as part of the strategy is the development of a new helpdesk – a single point of engagement for all ICU services and activities. The intention is to replace

the previous 'reception' – which dealt largely with basic administrative tasks – with a full range of support and engagement services.

An investment to deliver a purpose-build reception desk at the ground floor main entrance is vital to the success of this new service. The helpdesk will be completely securable, but open and approachable during operating hours.

The estimated cost is c£35k including appropriate signage and branding (currently TBC) to ensure this primary contact point is a key resource in communicating to our members

ii. Office meeting pods

The pandemic has resulted in a new model for a significant majority of our staff, who are now working in a hybrid model – with most doing three days in the office and two at home. This means a significant number of meetings will continue to be held via video software for the foreseeable future. In turn, this creates issues related to noise and privacy within the open plan office.

Options considered include converting existing meeting spaces (which is very expensive and a loss of key space), and mandating online meetings to be taken from home (impractical), but by far the most effective solution is to install a number of meeting 'pods' in the level 2 office space. This will create space for 3 single- and 1 double-occupancy spaces for private phone/Teams/Zoom meetings to be taken, or 1-2-1 meetings. The solution will be flexible and not integrated into the building, so they can be relocated or sold if working practices change in the future

The estimated cost, including delivery and install, is c£31.5k.

Trustees are asked to approve capital expenditure of upto £70k in order to deliver these two projects, including a small contingency for unforeseen costs. As this is a capital investment, it would be depreciated over 5 years (in line with our new policy). In line with our practice of designating funds to offset future depreciation charges, this would be funded from the general reserve. It is possible to do this now and remain comfortably within our reserves policy, due to the fact that the 20/21 year end position is significantly better than budget, however it is also possible that additional vacancy savings or over-performance at the Stage 3 Budget could be allocated to this.

**5. Timeline**

As a reminder, the table below indicates the timeline for future budget considerations.

<b>Budget Iteration</b>	<b>Date</b>	<b>Description</b>
Q1 performance review (stage 3 budget)	Nov/Dec 2021	This review will consider the actual performance of Q1, including the first few weeks of term. It will help validate (or otherwise) the assumptions reviewed at stage 2 and give and inform plans for term 2. The final audited position for 20/21 will also be known at this point.
Q2 performance review (stage 4 budget)	Feb/Mar 2022	This review will consider the actual performance of the whole of term 1 and start of term 2. By this time, there should be more certainty around the numbers of students on campus and what they are able to do for the rest of the year.
Year end outturn (stage 5 budget)	May 2022	This review will hopefully be light touch, taking in to account the performance in terms 1 and 2 and forecasting the year end outturn position.

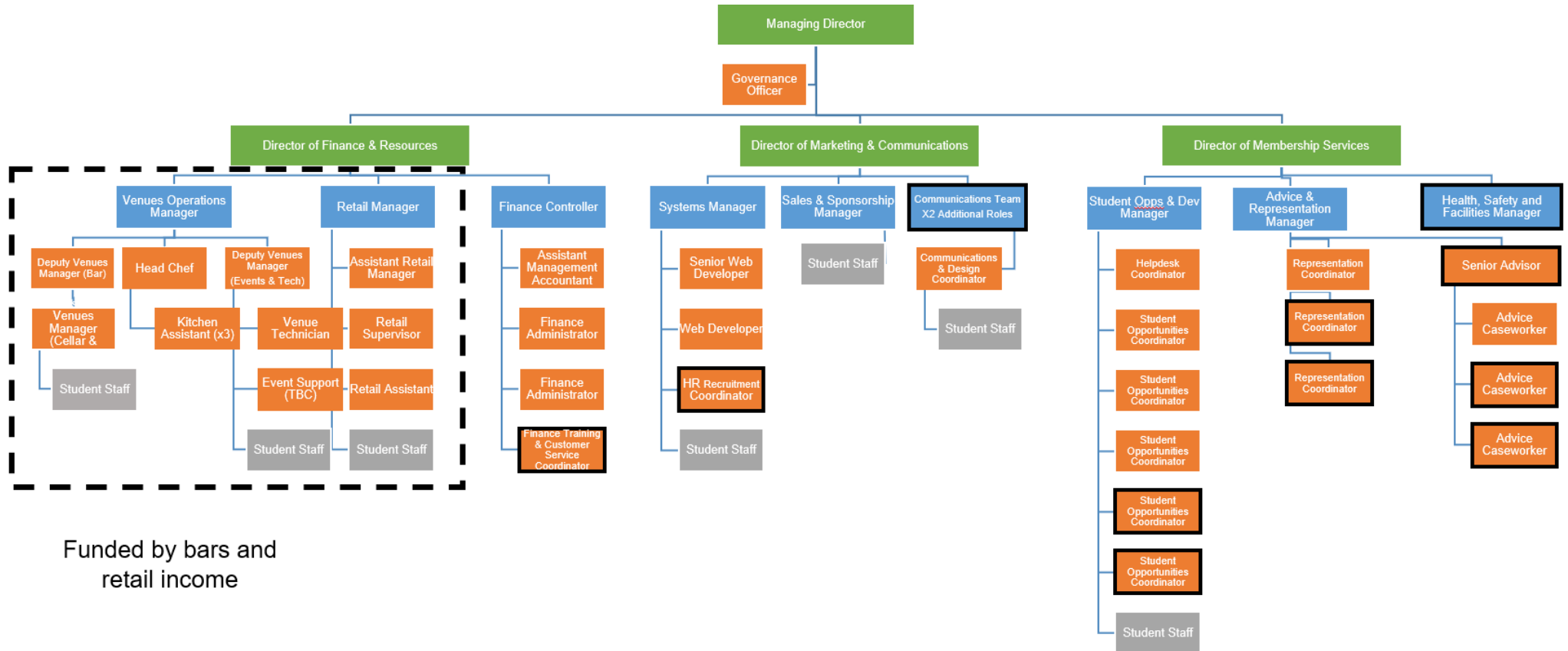
## **6. Recommendation**

The Board of Trustees are asked to approve the Stage 2 Budget and £70k of capital investment.

## **Appendix One – Budget Detail**

*Included in a separate pdf file.*

## Appendix Two – Staffing Structure



**Imperial College Union**  
**Stage 2 Budget 2021/22**  
**Union**

	Core		Enterprise	Total
	Grant Funded	Self-Funding		
<b>Income</b>				
Block Grant	2,527,213			2,527,213
Other Income	33,168			33,168
Advertising & Media Sales	90,000			90,000
Welcome	40,000			40,000
Venues		1,924,990		1,924,990
Retail			1,018,500	1,018,500
External Bookings			75,000	75,000
<b>Income Total</b>	<b>2,690,381</b>	<b>1,924,990</b>	<b>1,093,500</b>	<b>5,708,871</b>
<b>Cost of Sales</b>				
Block Grant				-
Other Income				-
Advertising, Media & Space Sales				-
Venues		(587,497)		(587,497)
Retail			(490,920)	(490,920)
External Bookings			-	-
<b>Gross Profit</b>	<b>2,690,381</b>	<b>1,337,492</b>	<b>602,580</b>	<b>4,630,453</b>
	100%	69%	55%	
<b>Staff Expenditure</b>				
Education & Welfare	(170,581)			(170,581)
Advice & Support	(155,253)			(155,253)
Student Opportunities & Development	(326,334)			(326,334)
Minibus Service	-			-
Marketing & Communications	(134,073)			(134,073)
Welcome	(10,000)			(10,000)
Leadership & Governance	(567,568)			(567,568)
Finance	(231,431)			(231,431)
Systems	(171,533)			(171,533)
Central Services	(91,268)			(91,268)
Core Expenditure Total	(1,858,041)	-	-	(1,858,041)
Retail			(298,867)	(298,867)
Venues		(942,974)		(942,974)
External Bookings			(15,000)	(15,000)
<b>Total Staff Expenditure</b>	<b>(1,858,041)</b>	<b>(942,974)</b>	<b>(313,867)</b>	<b>(3,114,883)</b>
<b>Non-Staff Expenditure</b>				
Education & Welfare	(37,500)			(37,500)
Advice & Support	(6,850)			(6,850)
Student Opportunities & Development	(471,400)			(471,400)
Minibus Service	-			-
Marketing & Communications	(53,090)			(53,090)
Welcome	(26,624)			(26,624)
Leadership & Governance	(44,000)			(44,000)
Finance	(49,670)			(49,670)
Systems	(42,734)			(42,734)
Central Services	(97,882)			(97,882)
Core Expenditure Total	(829,750)	-	-	(829,750)
Retail			(166,825)	(166,825)
Venues		(393,060)		(393,060)
External Bookings			-	-
<b>Total Non-Staff Expenditure</b>	<b>(829,750)</b>	<b>(393,060)</b>	<b>(166,825)</b>	<b>(1,389,635)</b>
<b>Operating Surplus/(Deficit)</b>	<b>2,590</b>	<b>1,458</b>	<b>121,888</b>	<b>125,935</b>
		0%	11%	
Depreciation	(80,000)			(80,000)
<b>Total Surplus/(Deficit)</b>	<b>(77,410)</b>	<b>1,458</b>	<b>121,888</b>	<b>45,935</b>

**Imperial College Union**  
**Stage 2 Budget 2021/22**  
**Union**

	Core			Total
	Grant Funded	Venues & Events	Enterprise	
<b>Income</b>				
Block Grant	2,527,213			2,527,213
Other Income	33,168			33,168
Advertising & Media Sales	90,000			90,000
Welcome	40,000			40,000
Venues		1,924,990		1,924,990
Retail			1,018,500	1,018,500
External Bookings			75,000	75,000
<b>Income Total</b>	<b>2,690,381</b>	<b>1,924,990</b>	<b>1,093,500</b>	<b>5,708,871</b>
<b>Cost of Sales</b>				
Venues		(587,497)		(587,497)
Retail			(490,920)	(490,920)
External Bookings			-	-
<b>Gross Profit</b>	<b>2,690,381</b>	<b>1,337,492</b>	<b>602,580</b>	<b>4,630,453</b>
	100%	69%	55%	
<b>Expenditure</b>				
Education & Welfare	(208,081)			(208,081)
Advice & Support	(162,103)			(162,103)
Student Opportunities & Development	(797,734)			(797,734)
Minibus Service	-			-
Marketing & Communications	(187,163)			(187,163)
Welcome	(36,624)			(36,624)
Leadership & Governance	(611,568)			(611,568)
Finance	(281,101)			(281,101)
Systems	(214,267)			(214,267)
Central Services	(189,150)			(189,150)
Core Expenditure Total	(2,687,791)	-	-	(2,687,791)
Venues		(1,336,035)		(1,336,035)
Retail			(465,692)	(465,692)
External Bookings			(15,000)	(15,000)
<b>Total Expenditure</b>	<b>(2,687,791)</b>	<b>(1,336,035)</b>	<b>(480,692)</b>	<b>(4,504,518)</b>
				-
<b>Operating Surplus/(Deficit)</b>	<b>2,590</b>	<b>1,458</b>	<b>121,888</b>	<b>125,935</b>
		0%	11%	
Depreciation	(80,000)			(80,000)
<b>Total Surplus/(Deficit)</b>	<b>(77,410)</b>	<b>1,458</b>	<b>121,888</b>	<b>45,935</b>



Imperial College Union  
**Stage 2 Budget 2021/22**  
 Education & Welfare

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Budget
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(14,215)	(14,215)	(14,215)	(14,215)	(14,215)	(14,215)	(14,215)	(14,215)	(14,215)	(14,215)	(14,215)	(14,215)	(170,581)
Temporary Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Staff Costs Subtotal</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(14,215)</b>	<b>(170,581)</b>
<b>Operational Costs</b>													
Teaching Awards	-	-	-	-	-	-	-	(1,000)	(1,000)	-	(8,000)	(2,000)	(12,000)
Student Rep Network	-	-	-	(500)	-	-	-	(500)	-	-	(500)	-	(1,500)
Liberation Groups	(100)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(200)	(200)	(5,000)
Elections	-	-	(1,000)	-	-	-	(2,000)	(500)	-	-	(500)	-	(4,000)
Campaigns	-	-	(500)	(500)	-	(500)	(500)	(500)	-	(500)	(500)	-	(3,500)
Consumables	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	(100)	(100)	(100)	(300)	(100)	(100)	(200)	(100)	(100)	(100)	(200)	-	(1,500)
Printing Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Publicity	-	(250)	-	(250)	-	(250)	-	(100)	(100)	(50)	-	-	(1,000)
Recruitment Cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Stationery	-	-	-	-	-	-	-	-	-	-	-	-	-
Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	(3,500)
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Training	-	(200)	-	(500)	-	(200)	-	(300)	-	(100)	(300)	(400)	(2,000)
Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(3,500)
<b>Operational Costs Subtotal</b>	<b>(200)</b>	<b>(1,400)</b>	<b>(2,450)</b>	<b>(2,900)</b>	<b>(950)</b>	<b>(1,900)</b>	<b>(3,550)</b>	<b>(3,850)</b>	<b>(2,050)</b>	<b>(1,600)</b>	<b>(10,550)</b>	<b>(2,600)</b>	<b>(37,500)</b>
<b>Expenditure Total</b>	<b>(14,415)</b>	<b>(15,615)</b>	<b>(16,665)</b>	<b>(17,115)</b>	<b>(15,165)</b>	<b>(16,115)</b>	<b>(17,765)</b>	<b>(18,065)</b>	<b>(16,265)</b>	<b>(15,815)</b>	<b>(24,765)</b>	<b>(16,815)</b>	<b>(208,081)</b>
<b>Net Surplus/(Deficit)</b>	<b>(14,415)</b>	<b>(15,615)</b>	<b>(16,665)</b>	<b>(17,115)</b>	<b>(15,165)</b>	<b>(16,115)</b>	<b>(17,765)</b>	<b>(18,065)</b>	<b>(16,265)</b>	<b>(15,815)</b>	<b>(24,765)</b>	<b>(16,815)</b>	<b>(208,081)</b>

Imperial College Union  
**Stage 2 Budget 2021/22**  
 Advice & Support

	1 Aug	2 Sept	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 Mar	9 Apr	10 May	11 Jun	12 Jul	2021-22 Stage 2 Bud
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(12,938)	(12,938)	(12,938)	(12,938)	(12,938)	(12,938)	(12,938)	(12,938)	(12,938)	(12,938)	(12,938)	(12,938)	(155,253)
<b>Staff Costs Subtotal</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(12,938)</b>	<b>(155,253)</b>
<b>Operational Costs</b>													
Affiliation Fees	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(500)
Carriage	-	-	-	-	-	-	-	-	-	-	-	-	-
Consumables	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	(350)	-	-	-	-	(350)
Legal & Professional	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing Costs	-	(200)	(200)	-	-	(200)	-	(200)	-	-	(100)	(100)	(1,000)
Publicity	-	(300)	(200)	(100)	(100)	(50)	(200)	(50)	(50)	(50)	(400)	-	(1,500)
Research	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(2,500)
Subscriptions	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(1,000)
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operational Costs Subtotal</b>	<b>(333)</b>	<b>(833)</b>	<b>(733)</b>	<b>(433)</b>	<b>(433)</b>	<b>(583)</b>	<b>(533)</b>	<b>(933)</b>	<b>(383)</b>	<b>(383)</b>	<b>(833)</b>	<b>(433)</b>	<b>(6,850)</b>
<b>Expenditure Total</b>	<b>(13,271)</b>	<b>(13,771)</b>	<b>(13,671)</b>	<b>(13,371)</b>	<b>(13,371)</b>	<b>(13,521)</b>	<b>(13,471)</b>	<b>(13,871)</b>	<b>(13,321)</b>	<b>(13,321)</b>	<b>(13,771)</b>	<b>(13,371)</b>	<b>(162,103)</b>
<b>Net Surplus/(Deficit)</b>	<b>(13,271)</b>	<b>(13,771)</b>	<b>(13,671)</b>	<b>(13,371)</b>	<b>(13,371)</b>	<b>(13,521)</b>	<b>(13,471)</b>	<b>(13,871)</b>	<b>(13,321)</b>	<b>(13,321)</b>	<b>(13,771)</b>	<b>(13,371)</b>	<b>(162,103)</b>

Imperial College Union  
**Stage 2 Budget 2021/22**  
 Student Opportunities & Development

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Bud
<b>Income</b>													
Associate Membership Fees	1,337	1,337	1,337	1,337	1,337	1,337	1,337	1,337	1,337	1,337	1,337	1,337	16,044
Life Membership Fees	455	455	455	455	455	455	455	455	455	455	455	455	5,457
Other Fees & Sales	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Income Total</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>1,792</b>	<b>21,501</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(26,361)	(26,361)	(26,361)	(26,361)	(26,361)	(26,361)	(26,361)	(26,361)	(26,361)	(26,361)	(26,361)	(26,361)	(316,334)
Temporary Staff	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(10,000)
<b>Staff Costs Subtotal</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(27,195)</b>	<b>(326,334)</b>
<b>Operational Costs</b>													
Affiliation Fees	-	-	-	-	-	-	-	-	-	-	-	-	-
Card Commission	-	-	-	-	-	-	-	-	-	-	-	-	-
Cleaning	-	-	-	-	-	-	-	-	-	-	-	-	-
Consumables	-	-	-	-	-	-	-	-	-	-	-	-	-
CSP Grants	(35,417)	(35,417)	(35,417)	(35,417)	(35,417)	(35,417)	(35,417)	(35,417)	(35,417)	(35,417)	(35,417)	(35,417)	(425,000)
Cultural Activities	-	-	-	-	-	-	-	-	-	-	-	-	-
Engraving & Signwriting	(117)	(117)	(117)	(117)	(117)	(117)	(117)	(117)	(117)	(117)	(117)	(117)	(1,400)
Entrance Fee Competition	-	-	-	-	-	-	-	-	-	-	-	-	-
Entrance Fee Conference	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Purchase	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(2,500)
Felix Printing	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(25,000)
Fines Expend	-	-	-	-	-	-	-	-	-	-	-	-	-
Goods for Resale	-	-	-	-	-	-	-	-	-	-	-	-	-
Grants Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Ground Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Health & Safety	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-
Late Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal & Professional	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Postage	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing Costs	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(1,500)
Publicity	-	-	-	-	-	-	-	-	-	-	-	-	-
Recruitment Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Referees	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Subsistence	-	-	-	-	-	-	-	-	-	-	-	-	-
Staff Training	-	-	-	-	-	-	-	-	-	-	-	-	-
Student Training	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(375)	(4,500)
Subscriptions	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(1,500)
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Uniforms	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(10,000)
<b>Operational Costs Subtotal</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(39,283)</b>	<b>(471,400)</b>
<b>Expenditure Total</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(66,478)</b>	<b>(797,734)</b>
<b>Net Surplus/(Deficit)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(64,686)</b>	<b>(776,233)</b>

Imperial College Union  
**Stage 2 Budget 2021/22**  
 Minibus Service

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Bud
<b>Income</b>													
Minibus Sales	-	-	-	-	-	-	-	-	-	-	-	-	-
Profit on disposal of Fixed Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Income Total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
Temporary Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Staff Costs Subtotal</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operational Costs</b>													
Cleaning	-	-	-	-	-	-	-	-	-	-	-	-	-
Consumables	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Purchase	-	-	-	-	-	-	-	-	-	-	-	-	-
Fines	-	-	-	-	-	-	-	-	-	-	-	-	-
Fuel	-	-	-	-	-	-	-	-	-	-	-	-	-
Insurance	-	-	-	-	-	-	-	-	-	-	-	-	-
Introductions	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal & Professional	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking	-	-	-	-	-	-	-	-	-	-	-	-	-
Sports Training	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operational Costs Subtotal</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Expenditure Total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Surplus/(Deficit)</b>	-	-	-	-	-	-	-	-	-	-	-	-	-

Imperial College Union  
**Stage 2 Budget 2021/22**  
 Marketing & Communication

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Bud
<b>Income</b>													
Advertising Sales	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	7,500	90,000
Donations	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Income Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>90,000</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(10,756)	(10,756)	(10,756)	(10,756)	(10,756)	(10,756)	(10,756)	(10,756)	(10,756)	(10,756)	(10,756)	(10,756)	(129,073)
Temporary Staff	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(5,000)
<b>Staff Costs Subtotal</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(11,173)</b>	<b>(134,073)</b>
<b>Operational Costs</b>													
Carriage	-	-	-	-	-	-	-	-	-	-	-	-	-
Central Marketing	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(20,000)
Cleaning	-	-	-	-	-	-	-	-	-	-	-	-	-
Consumables	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(2,500)
Equipment Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Purchase	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(500)
Felix Printing	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Late Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(442)	(5,300)
Printing Costs	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(129)	(1,550)
Publicity	(493)	(493)	(493)	(493)	(493)	(493)	(493)	(493)	(493)	(493)	(493)	(493)	(5,920)
Staff Subsistence	-	-	-	-	-	-	-	-	-	-	-	-	-
Subscriptions	(360)	(360)	(360)	(360)	(360)	(360)	(360)	(360)	(360)	(360)	(360)	(360)	(4,320)
Systems, Software & Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(500)
Uniforms	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(2,500)
Other	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(833)	(10,000)
<b>Operational Costs Subtotal</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(4,424)</b>	<b>(53,090)</b>
<b>Expenditure Total</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(187,163)</b>
<b>Net Surplus/(Deficit)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(15,597)</b>	<b>(97,163)</b>

Imperial College Union  
 Stage 2 Budget 2021/22  
 Welcome

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Budget
<b>Income</b>													
Advertising & Media Sales	-	-	40,000	-	-	-	-	-	-	-	-	-	40,000
Refreshers	-	-	-	-	-	-	-	-	-	-	-	-	-
Freshers Fair	-	-	-	-	-	-	-	-	-	-	-	-	-
Donations	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Income Total</b>	<b>-</b>	<b>-</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
Temporary Staff	(3,333)	(3,333)	(3,333)	-	-	-	-	-	-	-	-	-	(10,000)
<b>Staff Costs Subtotal</b>	<b>(3,333)</b>	<b>(3,333)</b>	<b>(3,333)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(10,000)</b>
<b>Operational Costs</b>													
Carriage	-	-	-	-	-	-	-	-	-	-	-	-	-
Central Marketing	-	(2,650)	(2,650)	-	-	-	-	-	-	-	-	-	(5,300)
Cleaning	-	-	-	-	-	-	-	-	-	-	-	-	-
Consumables	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Hire	-	(2,803)	(2,803)	-	-	-	-	-	-	-	-	-	(5,605)
Equipment Purchase	-	-	-	-	-	-	-	-	-	-	-	-	-
Felix Printing	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Late Taxes	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing Costs	-	(3,960)	(3,960)	-	-	-	-	-	-	-	-	-	(7,919)
Publicity	-	(250)	(250)	-	-	-	-	-	-	-	-	-	(500)
Staff Subsistence	-	-	-	-	-	-	-	-	-	-	-	-	-
Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-
Systems, Software & Development	-	-	(6,500)	-	-	-	-	-	-	-	-	-	(6,500)
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Uniforms	-	-	(800)	-	-	-	-	-	-	-	-	-	(800)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operational Costs Subtotal</b>	<b>-</b>	<b>(9,662)</b>	<b>(16,962)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(26,624)</b>
<b>Expenditure Total</b>	<b>(3,333)</b>	<b>(12,995)</b>	<b>(20,295)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(36,624)</b>
<b>Net Surplus/(Deficit)</b>	<b>(3,333)</b>	<b>(12,995)</b>	<b>19,705</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,376</b>

Imperial College Union  
**Stage 2 Budget 2021/22**  
 Leadership & Governance

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Buc
<b>Income</b>													
Block Grant	210,601	210,601	210,601	210,601	210,601	210,601	210,601	210,601	210,601	210,601	210,601	210,601	2,527,213
ADF Transfer	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Income Total</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>210,601</b>	<b>2,527,213</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(52,297)	(52,297)	(52,297)	(52,297)	(52,297)	(52,297)	(52,297)	(52,297)	(52,297)	(52,297)	(52,297)	(52,297)	(627,568)
Temporary Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
Payroll Contingency	10,000	10,000	10,000	10,000	10,000	10,000	-	-	-	-	-	-	60,000
<b>Staff Costs Subtotal</b>	<b>(42,297)</b>	<b>(42,297)</b>	<b>(42,297)</b>	<b>(42,297)</b>	<b>(42,297)</b>	<b>(42,297)</b>	<b>(52,297)</b>	<b>(52,297)</b>	<b>(52,297)</b>	<b>(52,297)</b>	<b>(52,297)</b>	<b>(52,297)</b>	<b>(567,568)</b>
<b>Operational Costs</b>													
Accommodation	-	-	-	-	-	-	-	-	-	-	-	-	-
Decorations	-	-	-	-	-	-	-	-	-	-	-	-	-
Depreciation	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(6,667)	(80,000)
Equipment Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Purchase	-	-	-	-	-	-	-	-	-	-	-	-	-
General Contingency	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(1,667)	(20,000)
Governance Development	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(3,000)
Grants Payable	-	-	-	-	-	-	-	-	-	-	-	-	-
Health & Safety	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(1,500)
Irrecoverable VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal & Professional	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences	-	-	-	-	-	-	-	-	-	-	-	-	-
OT Induction & Training	(1,500)	(500)	-	-	-	(500)	(1,000)	-	-	-	-	(1,000)	(4,500)
OT Projects	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(5,000)
Printing Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Publicity	-	-	-	-	-	-	-	-	-	-	-	-	-
Recruitment Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Stationery	-	-	-	-	-	-	-	-	-	-	-	-	-
Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Trustee Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	(3,000)	(3,000)	(2,000)	(2,000)	-	-	-	-	-	-	(10,000)
<b>Operational Costs Subtotal</b>	<b>(10,625)</b>	<b>(9,625)</b>	<b>(12,125)</b>	<b>(12,125)</b>	<b>(11,125)</b>	<b>(11,625)</b>	<b>(10,125)</b>	<b>(9,125)</b>	<b>(9,125)</b>	<b>(9,125)</b>	<b>(9,125)</b>	<b>(10,125)</b>	<b>(124,000)</b>
<b>Expenditure Total</b>	<b>(52,922)</b>	<b>(51,922)</b>	<b>(54,422)</b>	<b>(54,422)</b>	<b>(53,422)</b>	<b>(53,922)</b>	<b>(62,422)</b>	<b>(61,422)</b>	<b>(61,422)</b>	<b>(61,422)</b>	<b>(61,422)</b>	<b>(62,422)</b>	<b>(691,568)</b>
<b>Net Surplus/(Deficit)</b>	<b>157,679</b>	<b>158,679</b>	<b>156,179</b>	<b>156,179</b>	<b>157,179</b>	<b>156,679</b>	<b>148,179</b>	<b>149,179</b>	<b>149,179</b>	<b>149,179</b>	<b>149,179</b>	<b>148,179</b>	<b>1,835,645</b>

Imperial College Union  
**Stage 2 Budget 2021/22**  
 Finance

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Bud
<b>Income</b>													
Interest	833	833	833	833	833	833	833	833	833	833	833	833	10,000
Investment Net Income	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Income Total</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>833</b>	<b>10,000</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(19,286)	(19,286)	(19,286)	(19,286)	(19,286)	(19,286)	(19,286)	(19,286)	(19,286)	(19,286)	(19,286)	(19,286)	(231,431)
Temporary Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Staff Costs Subtotal</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(19,286)</b>	<b>(231,431)</b>
<b>Operational Costs</b>													
Bad Debts	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Charges	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(5,000)
Card Commission	(750)	(750)	(3,000)	(2,250)	(1,500)	(750)	(1,500)	(1,500)	(750)	(750)	(750)	(750)	(15,000)
Irrecoverable VAT	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(15,000)
Legal & Professional	-	-	(5,000)	(2,500)	(2,500)	-	-	-	-	-	-	-	(10,000)
Licences	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(500)
Loss on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Contracts	(264)	(264)	(264)	(264)	(264)	(264)	(264)	(264)	(264)	(264)	(264)	(264)	(3,170)
Postage	-	-	-	-	-	-	-	-	-	-	-	-	-
Recruitment Cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Subscriptions	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(1,000)
Systems, Software & Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operational Costs Subtotal</b>	<b>(2,806)</b>	<b>(2,806)</b>	<b>(10,056)</b>	<b>(6,806)</b>	<b>(6,056)</b>	<b>(2,806)</b>	<b>(3,556)</b>	<b>(3,556)</b>	<b>(2,806)</b>	<b>(2,806)</b>	<b>(2,806)</b>	<b>(2,806)</b>	<b>(49,670)</b>
<b>Expenditure Total</b>	<b>(22,092)</b>	<b>(22,092)</b>	<b>(29,342)</b>	<b>(26,092)</b>	<b>(25,342)</b>	<b>(22,092)</b>	<b>(22,842)</b>	<b>(22,842)</b>	<b>(22,092)</b>	<b>(22,092)</b>	<b>(22,092)</b>	<b>(22,092)</b>	<b>(281,101)</b>
<b>Net Surplus/(Deficit)</b>	<b>(21,258)</b>	<b>(21,258)</b>	<b>(28,508)</b>	<b>(25,258)</b>	<b>(24,508)</b>	<b>(21,258)</b>	<b>(22,008)</b>	<b>(22,008)</b>	<b>(21,258)</b>	<b>(21,258)</b>	<b>(21,258)</b>	<b>(21,258)</b>	<b>(271,101)</b>



Imperial College Union  
**Stage 2 Budget 2021/22**  
Systems

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Bud
<b>Income</b>													
Goods & Services	139	139	139	139	139	139	139	139	139	139	139	139	1,667
<b>Income Total</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>1,667</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(13,878)	(13,878)	(13,878)	(13,878)	(13,878)	(13,878)	(13,878)	(13,878)	(13,878)	(13,878)	(13,878)	(13,878)	(166,533)
Temporary Staff	-	-	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(5,000)
<b>Staff Costs Subtotal</b>	<b>(13,878)</b>	<b>(13,878)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(14,378)</b>	<b>(171,533)</b>
<b>Operational Costs</b>													
Equipment Purchase	-	(6,000)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(1,900)	(25,000)
Irrecoverable VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance Contracts	(1,794)	(120)	(542)	(542)	(542)	(542)	(542)	(542)	(542)	(542)	(542)	(542)	(7,334)
Recruitment Cost	-	-	-	-	-	-	-	-	-	-	-	-	-
Systems, Software & Development	(867)	(867)	(867)	(867)	(867)	(867)	(867)	(867)	(867)	(867)	(867)	(867)	(10,400)
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Training	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operational Costs Subtotal</b>	<b>(2,661)</b>	<b>(6,987)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(3,309)</b>	<b>(42,734)</b>
<b>Expenditure Total</b>	<b>(16,538)</b>	<b>(20,864)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(17,686)</b>	<b>(214,267)</b>
<b>Net Surplus/(Deficit)</b>	<b>(16,399)</b>	<b>(20,725)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(17,547)</b>	<b>(212,600)</b>

Imperial College Union  
**Stage 2 Budget 2021/22**  
 HR & Central Services

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Bud
<b>Income</b>													
Profit on Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Income Total</b>	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(7,606)	(7,606)	(7,606)	(7,606)	(7,606)	(7,606)	(7,606)	(7,606)	(7,606)	(7,606)	(7,606)	(7,606)	(91,268)
Temporary Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Staff Costs Subtotal</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(7,606)</b>	<b>(91,268)</b>
<b>Operational Costs</b>													
Cleaning	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(1,729)	(20,750)
Engraving & Signwriting	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Hire	(1,494)	(1,494)	(1,494)	(1,494)	(1,494)	(1,494)	(1,494)	(1,494)	(1,494)	(1,494)	(1,494)	(1,494)	(17,932)
Office Equipment	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(2,000)
Ground Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Health & Safety	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(5,000)
Hospitality	-	-	-	-	-	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Loss of Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-
Postage	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(17)	(200)
Recruitment Costs	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(15,000)
Stationery	-	-	-	-	-	-	-	-	-	-	-	-	-
Subscriptions	-	-	-	-	-	-	-	-	-	-	-	-	-
Systems, Software & Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephones	(583)	(583)	(583)	(583)	(583)	(583)	(583)	(583)	(583)	(583)	(583)	(583)	(7,000)
Staff Training & Development	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(25,000)
Staff Wellbeing & Recognition	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(5,000)
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operational Costs Subtotal</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(8,157)</b>	<b>(97,882)</b>
<b>Expenditure Total</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(189,150)</b>
<b>Net Surplus/(Deficit)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(15,763)</b>	<b>(189,150)</b>

Imperial College Union  
**Stage 2 Budget 2021/22**  
**External Bookings**

	1	2	3	4	5	6	7	8	9	10	11	12	2021-22
	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Stage 2 Bud
<b>Income</b>													
Donations	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	6,250	75,000
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Income Total</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>6,250</b>	<b>75,000</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
Temporary Staff	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(1,250)	(15,000)
<b>Staff Costs Subtotal</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(15,000)</b>
<b>Operational Costs</b>													
Cleaning	-	-	-	-	-	-	-	-	-	-	-	-	-
Consumables	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Hire	-	-	-	-	-	-	-	-	-	-	-	-	-
Equipment Purchase	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Publicity	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Operational Costs Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditure Total</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(1,250)</b>	<b>(15,000)</b>
<b>Net Surplus/(Deficit)</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>60,000</b>

Imperial College Union  
 Stage 2 Budget 2021/22  
 Venues

	1 Aug	2 Sept	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 Mar	9 Apr	10 May	11 Jun	12 Jul	2021-22 Stage 2 Bud
<b>Income</b>													
<b>Wet Sales</b>													
56&Metric/Union	56,118	74,118	132,118	112,118	102,118	92,118	92,118	112,118	72,118	106,118	116,118	56,118	1,123,416
Hbar	-	12,465	36,930	28,698	20,465	18,465	18,465	29,692	18,465	24,465	13,465	-	221,574
Reynolds	-	2,000	8,000	4,000	3,000	3,000	4,000	4,000	2,000	-	-	-	30,000
Overage/Shortage	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Wet Sales Subtotal</b>	<b>56,118</b>	<b>88,583</b>	<b>177,048</b>	<b>144,816</b>	<b>125,583</b>	<b>113,583</b>	<b>114,583</b>	<b>145,810</b>	<b>92,583</b>	<b>130,583</b>	<b>129,583</b>	<b>56,118</b>	<b>1,374,990</b>
<b>Cost of Sales</b>	<b>(15,713)</b>	<b>(24,803)</b>	<b>(49,573)</b>	<b>(40,548)</b>	<b>(35,163)</b>	<b>(31,803)</b>	<b>(32,083)</b>	<b>(40,827)</b>	<b>(25,923)</b>	<b>(36,563)</b>	<b>(36,283)</b>	<b>(15,713)</b>	<b>(384,997)</b>
<b>Gross Profit</b>	<b>40,405</b>	<b>63,780</b>	<b>127,475</b>	<b>104,268</b>	<b>90,420</b>	<b>81,779</b>	<b>82,499</b>	<b>104,983</b>	<b>66,659</b>	<b>94,020</b>	<b>93,300</b>	<b>40,405</b>	<b>989,992</b>
	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>	<b>72%</b>
<b>Dry Sales</b>													
Core Sales	17,500	27,500	57,500	47,500	27,500	27,500	37,500	47,500	27,500	47,500	47,500	37,500	450,000
Overage/Shortage	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Dry Sales Subtotal</b>	<b>17,500</b>	<b>27,500</b>	<b>57,500</b>	<b>47,500</b>	<b>27,500</b>	<b>27,500</b>	<b>37,500</b>	<b>47,500</b>	<b>27,500</b>	<b>47,500</b>	<b>47,500</b>	<b>37,500</b>	<b>450,000</b>
<b>Cost of Sales</b>	<b>(7,875)</b>	<b>(12,375)</b>	<b>(25,875)</b>	<b>(21,375)</b>	<b>(12,375)</b>	<b>(12,375)</b>	<b>(16,875)</b>	<b>(21,375)</b>	<b>(12,375)</b>	<b>(21,375)</b>	<b>(21,375)</b>	<b>(16,875)</b>	<b>(202,500)</b>
<b>Gross Profit</b>	<b>9,625</b>	<b>15,125</b>	<b>31,625</b>	<b>26,125</b>	<b>15,125</b>	<b>15,125</b>	<b>20,625</b>	<b>26,125</b>	<b>15,125</b>	<b>26,125</b>	<b>26,125</b>	<b>20,625</b>	<b>247,500</b>
	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>	<b>55%</b>
<b>Other Income</b>													
Ticket Income	-	-	50,000	5,000	10,000	5,000	5,000	5,000	10,000	5,000	5,000	-	100,000
Sales Commission	-	-	-	-	-	-	-	-	-	-	-	-	-
Room Hire & Events	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Other Income Subtotal</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>5,000</b>	<b>10,000</b>	<b>5,000</b>	<b>5,000</b>	<b>5,000</b>	<b>10,000</b>	<b>5,000</b>	<b>5,000</b>	<b>-</b>	<b>100,000</b>
<b>Income Total</b>	<b>50,030</b>	<b>78,905</b>	<b>209,100</b>	<b>135,393</b>	<b>115,545</b>	<b>101,904</b>	<b>108,124</b>	<b>136,108</b>	<b>91,784</b>	<b>125,145</b>	<b>124,425</b>	<b>61,030</b>	<b>1,337,492</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(36,248)	(36,248)	(36,248)	(36,248)	(36,248)	(36,248)	(36,248)	(36,248)	(36,248)	(36,248)	(36,248)	(36,248)	(434,974)
Temporary Staff	(21,667)	(31,667)	(71,667)	(51,667)	(41,667)	(31,667)	(41,667)	(51,667)	(31,667)	(51,667)	(51,667)	(21,664)	(500,000)
Agency Staff	-	-	-	-	-	-	-	-	-	-	-	-	-
Welcome	-	-	-	-	-	-	-	-	-	-	-	-	-
Late Taxis	(667)	(667)	(667)	(667)	(667)	(667)	(667)	(667)	(667)	(667)	(667)	(667)	(8,000)
<b>Staff Costs Subtotal</b>	<b>(58,582)</b>	<b>(68,582)</b>	<b>(108,582)</b>	<b>(88,582)</b>	<b>(78,581)</b>	<b>(68,582)</b>	<b>(78,581)</b>	<b>(88,582)</b>	<b>(68,582)</b>	<b>(88,582)</b>	<b>(88,582)</b>	<b>(58,579)</b>	<b>(942,974)</b>
<b>Operational Costs</b>													
Accommodation	-	-	-	-	-	-	-	-	-	-	-	-	-
Card Commission	(3,681)	(5,081)	(9,481)	(3,192)	(2,592)	(2,392)	(2,592)	(3,192)	(1,992)	(3,072)	(3,272)	(2,727)	(43,269)
Carriage	-	-	-	-	-	-	-	-	-	-	-	-	-
Cleaning	(3,188)	(3,188)	(3,188)	(3,188)	(3,188)	(3,188)	(3,188)	(3,188)	(3,188)	(3,188)	(3,188)	(15,188)	(50,250)
Consumables	(656)	(656)	(656)	(656)	(656)	(656)	(656)	(656)	(656)	(656)	(656)	(656)	(7,867)
Crockery and Glasses	-	-	-	-	-	-	-	-	-	-	-	-	-
Decorations	(708)	(708)	(2,000)	(500)	(1,000)	(500)	(500)	(1,000)	(500)	(500)	(250)	(333)	(8,500)
Disposables	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(1,311)	(15,734)
Engraving & Signwriting	-	-	-	-	-	-	-	-	-	-	-	-	-
Entertainment Acts	-	-	(20,000)	(5,000)	(10,000)	(5,000)	(5,000)	(5,000)	(10,000)	(5,000)	(5,000)	-	(70,000)
Equipment Hire	(500)	(500)	(10,000)	(500)	(2,500)	(500)	(500)	(2,500)	(500)	(500)	(500)	(1,000)	(20,000)
Equipment Purchase	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(500)	(6,000)
Health & Safety	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Laundry	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal & Professional	-	-	-	-	-	-	-	-	-	-	-	-	-
Licences	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(175)	(2,100)
Maintenance	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(2,083)	(25,000)
Maintenance Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing Costs	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(500)
Quiz Prizes	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(500)
Recruitment Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Security Staff	(3,669)	(4,845)	(8,637)	(7,329)	(6,676)	(6,022)	(6,022)	(7,329)	(4,715)	(6,937)	(7,591)	(3,669)	(73,440)
Sinking Fund	(4,167)	(4,167)	(4,167)	(4,167)	(4,167)	(4,167)	(4,167)	(4,167)	(4,167)	(4,167)	(4,167)	(4,167)	(50,000)
Stationery	-	-	-	-	-	-	-	-	-	-	-	-	-
Stocktaker	-	-	-	-	-	-	-	-	-	-	-	-	(2,000)
Subscriptions	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(700)	(8,400)
Systems, Software & Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Training	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(208)	(2,500)
Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Uniforms	-	(500)	(1,000)	-	-	(500)	-	-	-	-	-	-	(2,000)
Other	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(417)	(5,000)
<b>Operational Costs Subtotal</b>	<b>(22,045)</b>	<b>(25,122)</b>	<b>(64,605)</b>	<b>(30,009)</b>	<b>(36,256)</b>	<b>(28,402)</b>	<b>(28,102)</b>	<b>(32,509)</b>	<b>(31,194)</b>	<b>(29,497)</b>	<b>(30,101)</b>	<b>(35,217)</b>	<b>(393,060)</b>
<b>Expenditure Total</b>	<b>(60,627)</b>	<b>(93,704)</b>	<b>(173,187)</b>	<b>(118,591)</b>	<b>(114,837)</b>	<b>(96,983)</b>	<b>(106,683)</b>	<b>(121,091)</b>	<b>(99,776)</b>	<b>(118,079)</b>	<b>(118,682)</b>	<b>(93,795)</b>	<b>(1,336,035)</b>
<b>Net Surplus/(Deficit)</b>	<b>(30,597)</b>	<b>(14,799)</b>	<b>35,913</b>	<b>16,802</b>	<b>708</b>	<b>4,921</b>	<b>1,441</b>	<b>15,017</b>	<b>(7,992)</b>	<b>7,066</b>	<b>5,742</b>	<b>(32,765)</b>	<b>1,458</b>

Imperial College Union  
**Stage 2 Budget 2021/22**  
Retail

	1 Aug	2 Sept	3 Oct	4 Nov	5 Dec	6 Jan	7 Feb	8 Mar	9 Apr	10 May	11 Jun	12 Jul	2021-22 Stage 2 Buc
<b>Income</b>													
<b>Sales</b>													
Union Shop	-	13,500	112,500	52,500	52,500	45,000	37,500	43,500	34,500	90,000	51,000	57,000	589,500
Shop Extra	-	3,750	49,500	42,000	30,000	36,000	36,000	36,000	27,000	42,000	36,000	33,750	372,000
Online	4,500	4,500	6,000	4,500	4,500	4,500	4,500	4,500	4,500	6,000	4,500	4,500	57,000
Sales Commission	-	-	-	-	-	-	-	-	-	-	-	-	-
Overage/Shortage	-	-	-	-	-	-	-	-	-	-	-	-	-
<b>Sales Subtotal</b>	<b>4,500</b>	<b>21,750</b>	<b>168,000</b>	<b>99,000</b>	<b>87,000</b>	<b>85,500</b>	<b>78,000</b>	<b>84,000</b>	<b>66,000</b>	<b>138,000</b>	<b>91,500</b>	<b>95,250</b>	<b>1,018,500</b>
<b>Cost of Sales</b>													
Union Shop	-	(5,400)	(45,000)	(21,000)	(21,000)	(18,000)	(15,000)	(17,400)	(13,800)	(36,000)	(20,400)	(22,800)	(235,800)
Shop Extra	-	(2,250)	(29,700)	(25,200)	(18,000)	(21,600)	(21,600)	(21,600)	(16,200)	(25,200)	(21,600)	(20,250)	(223,200)
Online	(1,800)	(1,800)	(2,400)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(1,800)	(2,400)	(1,800)	(1,800)	(22,800)
Carriage	(720)	(720)	(960)	(720)	(720)	(720)	(720)	(720)	(720)	(960)	(720)	(720)	(9,120)
<b>Cost of Sales Subtotal</b>	<b>(2,520)</b>	<b>(10,170)</b>	<b>(78,060)</b>	<b>(48,720)</b>	<b>(41,520)</b>	<b>(42,120)</b>	<b>(39,120)</b>	<b>(41,520)</b>	<b>(32,520)</b>	<b>(64,560)</b>	<b>(44,520)</b>	<b>(45,570)</b>	<b>(490,920)</b>
<b>Gross Profit</b>	<b>1,980</b>	<b>11,580</b>	<b>89,940</b>	<b>50,280</b>	<b>45,480</b>	<b>43,380</b>	<b>38,880</b>	<b>42,480</b>	<b>33,480</b>	<b>73,440</b>	<b>46,980</b>	<b>49,680</b>	<b>527,580</b>
%age	<b>44%</b>	<b>53%</b>	<b>54%</b>	<b>51%</b>	<b>52%</b>	<b>51%</b>	<b>50%</b>	<b>51%</b>	<b>51%</b>	<b>53%</b>	<b>51%</b>	<b>52%</b>	<b>52%</b>
<b>Expenditure</b>													
<b>Staff Costs</b>													
Permanent Staff	(18,116)	(18,116)	(18,116)	(18,116)	(18,116)	(18,116)	(18,116)	(18,116)	(18,116)	(18,116)	(18,116)	(18,116)	(217,387)
Temporary Staff	-	(1,722)	(7,111)	(4,797)	(4,797)	(4,797)	(4,797)	(4,797)	(4,797)	(7,111)	(4,797)	(31,957)	(81,480)
<b>Staff Costs Subtotal</b>	<b>(18,116)</b>	<b>(19,838)</b>	<b>(25,227)</b>	<b>(22,913)</b>	<b>(22,913)</b>	<b>(22,913)</b>	<b>(22,913)</b>	<b>(22,913)</b>	<b>(22,913)</b>	<b>(25,227)</b>	<b>(22,913)</b>	<b>(50,073)</b>	<b>(298,867)</b>
<b>Operational Costs</b>													
Card Commission	-	(173)	(1,620)	(945)	(825)	(810)	(735)	(795)	(615)	(1,320)	(870)	(908)	(9,615)
Carriage	(225)	(225)	(300)	(225)	(225)	(225)	(225)	(225)	(225)	(300)	(225)	(225)	(2,850)
Carrier Bags	(72)	(72)	(72)	(72)	(72)	(72)	(72)	(72)	(72)	(72)	(72)	(72)	(860)
Consumables	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(2,000)
Equipment Hire	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(83)	(1,000)
Equipment Purchase	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(167)	(2,000)
Health & Safety	-	-	-	-	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal & Professional	-	-	-	-	-	-	-	-	-	-	-	-	-
Maintenance	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(3,333)	(40,000)
Maintenance Contracts	-	-	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(350)	(3,500)
Marketing	-	(500)	-	-	-	(250)	-	-	(250)	-	-	-	(1,000)
Printing Costs	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(42)	(500)
Recruitment Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Sinking Fund	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(8,333)	(100,000)
Stationery	-	-	-	-	-	-	-	-	-	-	-	-	-
Stocktaker	-	-	-	-	-	-	-	-	-	-	-	(2,000)	(2,000)
Systems, Software & Development	-	-	-	-	-	-	-	-	-	-	-	-	-
Telephones	-	-	-	-	-	-	-	-	-	-	-	-	-
Travel	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(125)	(1,500)
<b>Operational Costs Subtotal</b>	<b>(12,547)</b>	<b>(13,219)</b>	<b>(14,592)</b>	<b>(13,842)</b>	<b>(13,722)</b>	<b>(13,957)</b>	<b>(13,632)</b>	<b>(13,692)</b>	<b>(13,762)</b>	<b>(14,292)</b>	<b>(13,767)</b>	<b>(15,804)</b>	<b>(166,825)</b>
<b>Expenditure Total</b>	<b>(30,662)</b>	<b>(33,057)</b>	<b>(39,818)</b>	<b>(36,754)</b>	<b>(36,634)</b>	<b>(36,869)</b>	<b>(36,544)</b>	<b>(36,604)</b>	<b>(36,674)</b>	<b>(39,518)</b>	<b>(36,679)</b>	<b>(65,877)</b>	<b>(465,692)</b>

**Imperial College Union  
Board of Trustees / 29 Sept 2021**

**Annual Measuring Round & Baseline Scorecard**

Author(s): Dr Tom Flynn (Managing Director)  
Dr Lloyd James (Union President)

Purpose: To approve the plan for our annual measuring round to track our performance against the KPIs agreed in our new strategy.

To note the 'baseline' data we have for key questions.

### 1. Context

The Union's new strategic plan includes a balanced scorecard that enables us to measure our overall performance and development, and to track our progress longitudinally. To accompany this, we need an overall policy and plan for how this is done, to ensure consistency year on year.

### 2. Principles

The following principles underpin our approach to measurement and reporting against our new strategy:

- i. We should use the best evidence available: this means asking direct questions where possible, and prioritising effective data collection and the point where a service or activity is delivered.
- ii. We should look to simplify our data collection: this means being clear about how we are measuring our KPIs and reducing the number of different mechanisms where this is possible.
- iii. We should make reporting automatic where possible and easy where it is not: this means an approach to our systems that does not require specific coding expertise to generate basic management information required a team level.
- iv. We should be clear about when metrics are measured and who is responsible for recording them.

### 3. Survey Sources

The following data sources have been identified as key for reporting against our balanced scorecard. This includes established data sets produced externally or by the College, as well as a commitment for the Union to undertake a number of surveys ourselves.

It is important to note that these are not the only research or 'listening exercises' envisaged in the new strategy – but will form the 'backbone' of our annual cycle.

		Who	Purpose	Frequency	Reports
National Student Survey	NSS	Final year students	Overall student experience of entire programme of study	Annual	July
Postgraduate Research	PRES	Research students	Overall student experience of entire programme of study	Biennial	Sept

Experience Survey					
Postgraduate Taught Experience Survey	PTES	Postgrad taught students	Overall student experience of entire programme of study	Biennial	Sept
Student Experience Survey	SES	All students	Current holistic student experience of entire programme of study Current holistic experience of the Union	Annual	Feb
Employee Engagement Survey	EES	All staff	Current holistic experience as a staff member in the Union	Annual	Apr
Union Volunteer Survey	UVS	All Union volunteers	Current holistic experience as a volunteer member in the Union	Annual	Apr
CSP Survey	CSPS	All CSP members CSP committees	Current experience of CSP membership Detailed experience as a CSP leader	Annual	May
Stakeholder Satisfaction Snapshot	SSS	Key college staff Other external individuals	Current perception of the Union related to our effectiveness	Annual	Jul
EDI Report	EDIR	SMT	To report on our engagement and participation levels across the Union	Annual	Aug
Line Manager	LM	Line manager	To track performance locally over the course of the year via an in-house mechanism	Annual	Aug

#### 4. 'Underrepresented Students' Questions

Our EDI strategy and action plan (to be approved by the Board in May 2022) will consider the question of which exact metrics we should be interrogating and reporting on. As a starting point, we envisage the following demographic data to be crucial – however, this is subject to change for obvious reasons:

- UG / PG
- Gender
- Faculty
- Fees Status (home / EU / international)

#### 5. Baseline Commentary

The strategy and associated scorecard represents a significant change in directory for the Union, and will therefore require us to implement quite wide-reaching changes to how we collect, manage and use data.

The current baseline data is characterised by the following features:

- i. A significant amount of the data exists, but the workload to retrieve it is substantial – and often requires specific web coding skills. It is not easily accessible at team level, which presents a real challenge.
- ii. There is more useful baseline data within our enablers than within our new aims – which largely reflects some of the challenges we have overcome over the past 18 months.
- iii. There is some imperfect data available for us to use, and this has been noted on the table below to demonstrate where it departs from a new measure.

## **6. Reporting Format**

We have included a full format for the results in a large table below. This is done for completeness and to demonstrate the work required to shift us to an organisation that truly uses data and management information to drive performance.

A simpler and easier to understand format will be developed for future reports and we would welcome Board views on this.



**1. Mission KPIs**

Question	Data Source	Role Responsible	2019/20	2020/21	Comment
% of students agree we have a positive impact on their life during their time at Imperial College	SES	MD	50.70%	44.50%	
% of students are satisfied with the Union	SES	MD			

**2. Aims KPIs**

Question	Data Source	Role Responsible	2019/20	2020/21	Comment
<b>To improve the academic and educational experience of students</b>					
% students agree with the statement “the Union has a positive impact on the academic experience of students”	SES	Dir Mem	54.30%	57.70%	Imperfect comparator: NSS Question 26
% of academic reps agree with the statement “the Union supports me effectively in my activities”	UVS	Dir Mem			
% of academic representatives elected and trained	LM	A&R Manager	144	126	
No. of positive changes made by academic representatives	LM	A&R Manager			
No. of academic cases handled by the Advice Centre with a positive outcome	LM	A&R Manager	176	220	No measure of ‘positive outcome’ has been defined or used
No. of academic related events run by CSPs	LM	SOD Manager			
<b>To support and enhance the wellbeing of students</b>					
% of students agree with the statement “the Union has a positive impact on the wellbeing of students”	SES	Dir Mem	46.80%	46.70%	Imperfect comparator: I feel adequately represented with regards to my wellbeing”
% of wellbeing reps agree with the statement “the Union supports me effectively in my activities”	UVS	Dir Mem			
% of wellbeing representatives elected and trained	LM	A&R Manager	81	74	
No. of positive changes made by wellbeing representatives	LM	A&R Manager			
No. of non-academic cases handled by the Advice Centre with a positive outcome	LM	A&R Manager	219	253	
No. of wellbeing related events run by CSPs	LM	SOD Manager			
<b>To strengthen and help create active and inclusive student communities</b>					
% of students agree with the statement “the Union plays a positive role supporting inclusive student communities”	SES	Dir Mem	47.10%	48.20%	Imperfect comparator: “The Union nurtures a community where students are compassionate, respectful and supportive”
% of CSP leaders agree with the statement “the Union supports me effectively in running our CSP”	UVS	Dir Mem			
% of CSP members agree with the statement “my membership of a CSP has had a positive impact on my life”	CSPS	SOD Manager			
% students a member of at least one departmental and non-departmental CSP	LM	SOD Manager			
% of CSPs returning / continuing from the previous year	LM	SOD Manager			
No. of new CSPs ratified and supported	LM	SOD Manager	14	19	
No. of all events run by CSPs	LM	SOD Manager			
No. of GIAG events and sessions run by CSPs	LM	SOD Manager			
No. of students joining a liberation and community network	LM	A&R Manager	NA	54	
<b>To empower students to change the world around them</b>					
% of students agree with the statement “the Union would support me in making change within the College community and beyond”	SES	Dir Mem	46.5%%	47.80%	Imperfect comparator: “ICU empowers students to have a positive impact on the world around them”
% of student leaders agree with the statement “the Union supports me effectively in making change within the College community and beyond”	UVS	Dir Mem			
No. of positive changes made by OTs within the College	LM	President			

No. of student-led campaigns / ideas for change supported by the Union	LM	A&R Manager			
No. of students standing for election across all our roles	LM	Dir Mem / DRO			
No. of students volunteering in the local community via the Union	UVS	Dir Mem			
<b>To challenge and reduce inequalities affecting students</b>					
% of students agree with the statement “the Union actively works to reduce inequalities on campus that students face”	SES	Dir Mem			
No. of liberation and community activities supported	LM	A&R Manager			
% underrepresented students (to be defined) participating in key Union activities and leadership roles	EDIR	MD			
<b>To enable students to have fun</b>					
% of students agree with the statement “the Union provides services, activities and events that are entertaining and fun”	SES	Dir Mem			
% of students who use our venues agree with the statement “the Union’s venues are welcoming and safe”	SES	Dir FR			
% of students agree with the statement “Welcome Week helped me settle into Imperial College and have fun”	SES	Dir Mar	59.00%	34.40%	Imperfect comparator: “ICU improved my experience at the start of term”
No. of Union-run events	LM	Dir FR			
No. of unique students attending Union-run ticketed events	LM	Dir FR			
No. of CSP social events facilitated	LM	SOD Manager			
<b>To facilitate the personal and professional development of students</b>					
% of Union volunteers agree with the statement “volunteering with the Union has supported my personal and professional development”	UVS	Dir Mem			
% of students in at least one volunteer role in the Union	LM	Dir Mem			
% of student leaders attending basic training and induction sessions	LM	Dir Mem			
No. of hours of training offered by the Union across all activities and services	LM	Dir Mem			
No. of types of student staff role in the Union, % of hours worked and money paid	LM	Dir FR			
No. of student nominations for the Student Choice Awards	LM	Dir Mem		209	

### 3. Enablers KPIs

Question	Data Source	Role Responsible	2019/20	2020/21	
<b>Sustainable resources and infrastructure</b>					
Free reserves in line with the policy agreed by trustees	LM	Dir FR	£386,579	£501,955	
No. of changes made within the organisation linked directly to environmental sustainability	LM	Dir FR			
Income (business as usual)	LM	Dir FR	£3,960,820	£3,331,630	
Charitable expenditure (business as usual)	LM	Dir FR	£ 2,865,556	£ 2,118,668	
Enterprise surplus and charitable expenditure (strategic investment)	LM	Dir FR	-£89,140	-£189,182	
% of users agree with the statement “the Union’s facilities are high quality and fit for purpose”	SES	Dir Mem	73.70%	71.70%	Imperfect comparator: “I am satisfied with the Union spaces I have used”
<b>Great people and culture</b>					
% of all staff would positively recommend ICU as a place to work (perm)	EES	MD		65%	
% of all staff would positively recommend ICU as a place to work (casual)	EES	MD		36%	
% staff retention rate within the Union	LM	MD			
% of all Union volunteers would describe their overall experience as positive	UVS	Dir Mem			
% overall positive score in the equality, diversity and inclusion theme in the staff engagement survey	EES	MD		52%	

Relevant pay gap reporting	LM	Dir FR			
Strong democracy and professional governance					
% of students agree with the statement "I know how to make change in the Union"	SES	Dir Mem			
% of students agree with the statement "the Union is democratic and accountable to the members"	SES	Dir Mem	26.40%	30.70%	Imperfect comparator: "I feel my views are represented at every level within the Union"
% of students agree with the statement "the Union is a well-run organisation"	SES	Dir Mem	42.20%	48.00%	Imperfect comparator: "The Union is a well-run, functional organisation"
% turnout in key Union elections (Officer Trustees)	LM	Dir Mem / DRO	29.57%	31.88%	
Integrated and innovative technology					
% of staff agree our digital systems are effective and support them in their role	EES	MD			
% of Union volunteers agree our digital systems are effective and support them in their role	UVS	Dir Mem			
Effective and engaging communication					
% of students agree with the statement "I'm kept well informed about what the Union is up to"	SES	Dir Mar			
No. of blogs and news stories the Union publishes	LM	Dir Mar		72	
No. of unique web visitors	LM	Dir Mar		294,000	
No. of social media followers (Instagram)	LM	Dir Mar		7,532	
No. of social media followers (Facebook)	LM	Dir Mar		16,216	
No. of social media followers (Twitter)	LM	Dir Mar		9,071	
% read rate of the weekly newsletter	LM	Dir Mar		45%	
Comprehensive research, evidence and insight					
No. of students have participated in at least one survey or 'listening exercise' each year	LM	Dir Mem			
% underrepresented students (to be defined) participating in at least one survey or 'listening exercise' each year	EDIR	MD			
A constructive relationship with the College at all levels					
% of key College stakeholders agree the statement "the Union is well run and effective"	SSS	MD			
A regularly updated Partnership Agreement with the College, alongside a range of operational SLAs.	LM	MD		Yes	
No. of staff nominations for the Student Choice Awards	LM	Dir Mem		302	

#### 4. Values KPIs

Question	Data Source	Role Responsible	2019/20	2020/21	
% of students associate us with one of our values when asked to describe the organisation in one word	SES	Dir Mem			
% of staff can identify and explain at least one value and how it's directly relevant to their role	EES	MD			

**Imperial College Union  
Board of Trustees / 29 Sept 2021**

**Annual Operating Plans (AOPs) Summary**

Author(s): Dr Tom Flynn (Managing Director)  
 Robert Scully (Director of Finance & Resources)  
 Tom Newman (Director of Membership Services)  
 Juliette Coopey (Director of Marketing & Communication)  
 Ashley Cory (Systems Manager)  
 Dr Lloyd James (Union President)

Purpose: To update Board on the Union's annual planning round and provide a high-level summary of some key developmental projects planned for the 2021/22 academic year.

### 1. Context

In May 2021 the Board of Trustees approved the new Annual Planning Round process for the Union as part of our new strategy. This included the governance, structure and document templates for the process.

As per the terms of reference approved by the corporate governance review in 2021, the Union's Management Committee has the delegated authority on behalf of Board to:

- *Lead on the development and delivery of the annual planning, budgeting and monitoring rounds.*
- *Approve operational policies and procedures related to the services and activities of the Union.*

A high-level summary of the developmental projects has been produced to assure Board that the process has been followed and provide some summary information regarding key projects.

### 2. Structure & Process

Annual Operating Plans (AOPs) have been produced at the *team* level. Each plan is owned and has been developed by the relevant line manager, with oversight and direction provided by the relevant senior manager. A reminder of the [structure and process approved by the May meeting of Board is here](#).

Area	Staff Lead	OT Lead(s)	Senior Manager
Advice & Representation	Cat Turhan	DPE DPW	Tom Newman
Student Opportunities	Connor Walford	DPCS (DPFS)	Tom Newman
Marketing & Communication	Juliette Coopey (Hannah Wallington)	Pres	Juliette Coopey
Digital Systems	Ashley Cory	DPFS	Juliette Coopey
Human Resources	Ashley Cory	Pres DPW	Tom Flynn
Retail	Florence Vincendeau	DPFS	Rob Scully
Venues	Kay Counter	DPFS DPCS	Rob Scully
Finance	David Ashton	Pres DPFS	Rob Scully

AOPs were considered by the Union’s Management Committee on 14 September. Further quarterly reviews are scheduled for the following meetings:

- i. 7 December 2021
- ii. 29 March 2022

### 3. Key Developmental Projects

Alongside major objectives identified in the Officer Trustee update which will be supported by the teams, some key developmental projects to highlight include (more detail can be provided verbally):

Area	Key Developmental Projects
Advice & Representation	Creation of a defined research and insight programme Advice Centre review and development (including CapEx) Graduate Students’ Union Review Online petition system implementation
Student Opportunities	Staffing structure and roles review Development of a full-service Helpdesk function Imperial Athletes consolidation Introduction of a ‘customer service’ framework
Marketing & Communication	Staffing structure and roles review Development of a marketing and communications strategy Back-to-basics communication campaign and platform Website evaluation and review Marketing processes and procedures review Brand review, development and implementation
Digital Systems	eActivities review and development plan EPOS system replacements CRM / ticketing system implementation Union web servers replacement
Human Resources	People and culture development plan implementation Service Level Agreement with College HR Employment relationship review
Retail	Staffing structure and roles review Union Shop refresh and redecoration Product line rationalisation (stationary promotions) Major shop refurbishment for both units (CapEx bid)
Venues	Staffing structure and roles review Safety and security review Facilities and technical capability review Reynolds refurbishment (CapEx bid) Sustainability policy and action plan
Finance	Finance policies and handbook review VAT review Fixed Asset review Corporation tax (and legal structure) review

**Imperial College Union  
Board of Trustees / 29 September 2021**

**People and Culture Development Plan [September 2021]**

Author(s): Ashley Cory (Systems Manager),  
Dr Tom Flynn (Managing Director)  
People and Culture Review Steering Group

Purpose: To consider measures to be taken as part of the People and Culture Development Plan as part of the ICU Strategic Reviews.

### **1. Context and Process**

As part of the ICU Strategic Reviews, it was mandated that ICU conduct a holistic review of our general relationship with our staff and processes around staff. This was set out in the People and Culture Review Terms of Reference, but in summary the outputs were as follows:

- i. Working with internal stakeholders, producing a report setting out the current context of 8 key themes around our People and Culture, including strengths, weaknesses, opportunities, and threats arising from our practices in these areas. This will take a form of a People and Culture Development Plan, comprised of independent sections for each theme.
- ii. Suggest proposed changes to our business processes under each key theme, to address issues and maximise benefits identified in (i). This will be incorporated into the independent sections of the People and Culture Development Plan.
- iii. Propose a roadmap for implementing proposed changes as part of a project plan incorporated into the People and Culture Development Plan.

The following document collates these outputs into a general People and Culture Development Plan to be implemented over the course of the next academic year.

One of the key themes in the original terms of reference has been taken out of scope to become a separate piece of work taken forward by our Managing Director. This is the 'College HR Service Level Agreement' which will take the form of a Memorandum of Cooperation (MoC) with College HR.

The remaining themes are as follows:

- Staff Recruitment and Employment Proposition
- Staff Induction
- Staff Training and Development
- Staff Performance
- Casual Staff
- Staff Support and Wellbeing
- Staff Values and Culture

Full analyses of these themes have been conducted in consultation with a range of ICU staff, comprising analyses our current processes and their benefits and weaknesses, followed by benchmarking against similar organisations. These fuller analyses are available if required.

Individual recommendations for these themes follow and will be taken forward as work streams for the organisation.

## 2. Recruitment and Employment Proposition

In total there are 12 recommendations in this section focussing on:

- Operational processes and efficiency
- Employer brand and proposition
- Attracting a diverse range of staff that matches our student demographic

1. Training for managers on unconscious bias recruitment/selection: We should investigate resources available for training Hiring Managers that are likely to be part of the selection and hiring process in running a fair, efficient, and unbiased recruitment process.

The College offers resource to enable this at no cost and training should be made available to all existing and new managers as part of induction and targeted internal comms. Good college training courses include 'Recruitment and Selection', and 'Unconscious bias'.

2. Requirement introduced for diverse interview panels: All future interview panels should be mandated to not be of all one ethnicity or gender. If this is not possible due to the characteristics of staff in the appropriate pool for the panel, that pool should be extended to appropriate College staff or staff from other Unions in the sector. Diversity of seniority should also be considered.
3. Defined advertising strategies for individual teams: A set of standard advertising platforms should be defined as our default platforms for standard, and specialist roles. Use of recommended agencies where appropriate should be recorded, such as BAME Recruitment, Inclusive Boards, Hays Technical etc.

Diversify and other BAME platforms should be introduced as standard. Where popular channels such as su.careers and jobs.ac.uk are in use, this should be defined and listed in a central location accessible to Hiring Managers, such as a centralised Teams channel or staff recruitment handbook.

4. Review of person specification criteria for existing and future roles: The criteria in our person specifications should be reviewed in all existing positions. All future criteria should abide by some good practice rules. We should especially consider removing 'desirable' criteria where those criteria could discriminate.

Good guidance is available online from SOAS – University of London. All guidance should be included in a central location, such as a centralised Teams channel or staff recruitment handbook.

5. Introduction of 'Blind Applications': We should consider the trial of a blind application process. There is mixed evidence that blind applications have a positive effect on equality, diversity and inclusion in an organisation, and it should certainly not be considered as a total solution to promoting EDI in our recruitment practices.

Peridot Partners has a view that blind applications do not operate well at every level of an organisation. However, it is acknowledged that a positive affect can be evidenced in entry level roles and can promote more women to the final stages of an application process.

Westminster Students' Union has given positive feedback on their introduction of a blind application

process, and I have anecdotally seen a positive impact on the introduction at the London School of Economics. Furthermore, there have not been any identified negative impacts from blind applications for entry to mid-level roles. The College has the resources to switch our system to a blind process and have indicated support for a trial

It is suggested that a trial be ran for roles at least below SMT level and results monitored for a period of 12 months.

6. Review of our employer brand and proposition: We need to properly define our employer proposition and brand and create a strong visual identity around our existing web infrastructure that facilitates recruitment. This means a brand that differentiates us from that of the College and makes clear the differences between our organisations.

Our visual identity should reflect our commitment to equality, diversity, and inclusion, in such areas as photography and the values we display to potential candidates.

7. Balancing role of Recruitment Coordinator: Our existing process mapping details the scope of the role of the Recruitment Coordinator in our recruitment process and how the role interacts with the College Recruitment Hub. A review of where the Coordinator role adds value to the process will likely lead to the ability to balance the role to include more operational HR duties.

A review of our staff resource in this area is recommended.

8. Review approval chains with the College (and an investigation of an alternative recruitment system): A discussion should be started with the Head of College Recruitment to discuss any changes we can make to our approval chains to reduce lead time for getting jobs live. Such changes could include an escalation route for urgent approvals, a trusted approval delegation to a Union staff member, or a reduction in promised approval times.

If there is no flexibility in the College process for approval changes, we should consider work arounds or better manage our expectations and plan in long lead times for roles going live.

9. Quarterly catch-up with the head of the Recruitment Hub: A semi-regular catch-up should be arranged between an appropriate Union staff member and the Head of Recruitment to share relevant information and improve communication between the Recruitment Hub and ICU.
10. Investigate Investors in Diversity accreditation: UWSU recommend Investors in Diversity accreditation. The benefits of the accreditation should be investigated, and a decision made as to whether we take part.

#### *Casual Staff*

11. Centralised inbox for applications: To record all applicants for casual roles, a centralised inbox should be introduced. Applications can then be forwarded on to Hiring Managers at the end of a regular application periods for short-listing.



12. Standardised application and interview forms: Applications should include a standard form for applicants to complete and interviews should involve standard question forms. Forms should be kept for a defined retention period in case of disputes.

### 3. Staff Induction

In total there are 10 recommendations in this section focussing on:

- Induction materials
- Access to induction materials
- Consistency of induction across the organisation
- Specific activities that have worked well

13. Central location for induction material: We should create a central location for induction materials accessible to all line managers. This should have structured notes on induction processes, induction packs, email templates etc.

This could sit in a line manager focussed Teams site, a staff induction portal on the ICU web pages or a central channel in our All-Staff Teams site. This would bring consistency to team induction practices.

14. Digital induction booklet: We should create a new induction booklet, replicating the positive elements of old materials but moving fully digital, making the material more accessible and using a more easily editable template to avoid the need for marketing team resource.

The booklet should be made more concise and confined to an appropriate length.

15. Improved induction checklist and resources: Our existing induction checklist should be reviewed, with granular tasks removed in favour of high-level, high-priority tasks.

Checklists should focus on the first month to two months rather than first year of induction and a process to track completion should be put in place to ensure managers and staff engage with the checklists.

Resource packs should be updated but made more concise, combining more into a digital booklet and less in individual documents.

16. Defined induction session schedule: Current measures around induction schedules should be retained but with a seniority and team targeted induction roadmap or schedule of sessions.

This should aim to provide structure around what a manager should schedule for staff in their first weeks at ICU. It should also include training sessions on key systems targeted to specific roles.

17. Communication templates for Managers: Resource packs should include a small range of induction email templates, targeted to team and seniority level.

This should include links to other induction resources and centrally accessible locations for checklists etc.

18. Probation reporting for line managers: A process should be setup to monitor probation periods and ensure that induction checklists are completed before probation periods end.

This incentivises staff to complete essential induction tasks and training.

19. Refresh the buddy scheme: We should refresh the buddy scheme, but with changes to improve the scheme effectiveness. Becoming a buddy should be voluntary via an opt-in mechanism advertised twice per year and as part of staff passing induction. This would ensure consistency in the scheme by retaining only buddies with high levels of engagement.

There should be a small number of defined actions a buddy should take, such as 'have lunch in first week', 'meet for coffee twice in the first month', etc. The buddy scheme should be open to all staff but only actively administered for staff at team manager level and below.

20. Coffee roulette: Coffee Roulette should be retained and a mechanism to opt-in during notice periods should be created where possible or appropriate, to allow incoming staff to feel connected to the organisation in advance of arrival.

#### *Casual Staff*

21. Targeted induction resources for casual staff: An induction booklet and resource pack should be created for casual staff and their managers.

This should be light-touch and practical to match the level of engagement of casual staff. It should include operational detail specific to teams.

22. Assistant Venues Manager (Staff & Training) implemented in our new venues structure: We should implement a role that specifically focusses on staff and training within the new venues structure.

This role should provide the resources needed to empower casual staff to fit in well in their roles.

## **4. Training and Development**

There is 1 recommendation in this section focussing on the 70:20:10 model as an established method of delivering L&D in the workplace. The model refers to the proportion of time spent on different learning opportunities.

70% - experiential learning: including challenging tasks, cross-project teamworking, etc.

20% - informal/social learning: including mentoring, shadowing, peer-to-peer learning

10% - formal learning: including external training, qualifications, e-learning.

The recommendation is broken into sub-recommendations as follows.

23. 70:20:10 model: It is suggested that ICU utilises this method to develop a culture of learning for staff members (both permanent and casual) and student volunteers.

Option	Brief Description	Benefits to staff/students	Drawbacks/Considerations
<b>70% - experiential learning</b>			
Cross-team project working	Developing project groups where staff and students from different teams work together towards the same goal	<ul style="list-style-type: none"> <li>- Staff have the opportunity to learn how different departments operate through collaborative working</li> <li>- Encourages networking between departments and between students and staff</li> </ul>	<ul style="list-style-type: none"> <li>- Are there opportunities for student staff to join cross-team projects?</li> </ul>
Challenging projects	Managers delegating challenging projects to more junior members of staff (with their oversight)	<ul style="list-style-type: none"> <li>- Enables junior staff members to develop practical skills</li> <li>- Builds confidence in staff to deliver challenging work independently, and in management that they are creating independent teams</li> </ul>	<ul style="list-style-type: none"> <li>- This is dependent on relationships between managers and their staff</li> <li>- How will managers support staff to capture their learning</li> </ul>
Shadowing	Staff and students shadowing different teams	<ul style="list-style-type: none"> <li>- Enables staff to understand how different teams work</li> <li>- Drives empathy between staff in different teams and enhances the possibility for collaboration</li> <li>- For student volunteers, this allows them to have an insight into how ICU functions</li> </ul>	<ul style="list-style-type: none"> <li>- Will this feel relevant to student staff?</li> </ul>
<b>20% - informal/social learning</b>			
Lunch and learn	Staff attend an informal occasional lecture delivered by another member of staff. The topic could be related to work, or their outside	<ul style="list-style-type: none"> <li>- Staff learn a new skill or knowledge base</li> <li>- Allows the staff member who delivers the lecture to develop their presenting skills</li> </ul>	<ul style="list-style-type: none"> <li>- Dependent on will and interest of staff to participate</li> <li>- Needs to be planned in advance</li> </ul>

	interests and hobbies		
Mentoring	OTs and student volunteers are paired with senior staff members (and external trustees)	<ul style="list-style-type: none"> <li>- OTs are able to have a sounding board to work out problems which arise in the role</li> <li>- OTs and student volunteers are given some support with career progression once they have served their terms/finished their degrees</li> </ul>	<ul style="list-style-type: none"> <li>- Dependent on the time and will of both senior staff and OTs/student staff</li> </ul>
360 feedback	As part of annual reviews, staff members receive feedback from all areas of the organisation	<ul style="list-style-type: none"> <li>- Staff get a well-rounded view of their work at ICU</li> <li>- Managers get feedback on their performance from those they manage</li> </ul>	<ul style="list-style-type: none"> <li>- Burdensome to implement (if not already in place)</li> </ul>
<b>10% - formal learning</b>			
Training courses (external)	Staff have access to formal training courses external to the Organisation	<ul style="list-style-type: none"> <li>- Staff gain skills and knowledge necessary or useful to perform their role</li> </ul>	<ul style="list-style-type: none"> <li>- Budget and timings of training</li> </ul>
Training courses (College)	Staff have access to free training from the College, including the essential training. This also includes: <ul style="list-style-type: none"> <li>- recruitment training</li> <li>- EDI training</li> <li>- Health and safety training</li> </ul>	<ul style="list-style-type: none"> <li>- Staff gain access to essential skills and training</li> <li>- This training is often free and available to all staff</li> <li>- Training is tailored to, and accredited by, Imperial (which is beneficial to staff CVs)</li> </ul>	<ul style="list-style-type: none"> <li>- Are there opportunities for casual staff?</li> <li>- The full extent of the training opportunities is currently not well signposted to staff</li> </ul>
Conferences	Staff attend conferences or deliver sessions at conferences	<ul style="list-style-type: none"> <li>- Staff have the opportunity to present their work</li> <li>- Staff get access to networks beyond those at ICU</li> </ul>	<ul style="list-style-type: none"> <li>- Timing of conferences</li> <li>- Not relevant to casual staff</li> </ul>
HEA fellowship	Staff complete the HEA fellowship	<ul style="list-style-type: none"> <li>- Offers a reflective opportunity on their practice</li> </ul>	<ul style="list-style-type: none"> <li>- Only available for certain staff</li> </ul>

		- An asset for staff to put on their CV	
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## 5. Staff Performance

In total there are 8 recommendations in this section focussing on:

- Development processes
- Reward and recognition

24. Deliver a clearer, simpler PDR process: The objective setting for 2021/22 and beyond needs to be based on a framework that is clear to all staff, is no more complicated (and onerous) than necessary and is clear from the outset how performance against objectives will be measured. Individual and team objectives should be linked to team AOPs. There should be regular check ins against these objectives, rather than a single, annual review, and the objectives should be flexible to respond to changes in organisational focus over time.

There should be at least termly reviews of team AOPs which includes tracking of individual and team objectives. Any changes to priorities or specific objectives, as well as progress to date should be considered.

25. Facilitate peer-to-peer knowledge sharing: When staff share their skills and learn from each other, they develop a stronger affinity to a shared endeavour (e.g., our organisational objectives) and a better appreciation of each other's contributions. Opportunities for 'lunch and learn' events and work shadowing/informal mentoring should be considered.

26. Improve reward and recognition: Staff feel that they are making a good contribution to the organisation, but don't necessarily feel that this is recognised. We should develop an approach to reward and recognition that allows colleagues to recognise each other for positive contributions, as well as showcase their peers to others.

27. Prioritise development: Staff should be confident that their development will be prioritised, but also clear about how this benefits them in their role, and the wider organisational objectives. Managers should be empowered to approve lower-level expenditure to facilitate this, as well as enable their team members to take time away from their day jobs to participate. For longer term/more expensive development opportunities, a clear and demonstrably fair process for resource prioritisation is required.

28. Showcase team achievements: A key link between individual and personal objectives and the Strategic Plan is team objectives. Where teams achieve their objectives, they should be recognised throughout the organisation, building confidence in the wider performance framework. This might be in the form of regular 'show and tells' or more formal internal awards/recognition events and should be aligned to individual reward and recognition.

*Casual Staff*

29. Clarify roles and expectations: Casual staff roles should be reviewed, ensuring that job descriptions are fit for purpose and consistent across the organisation. These expectations should then be explained to all casual staff members, so they are clear on what is expected from them in their role.
30. Improve reward and recognition: Staff feel that they are making a good contribution to the organisation, but don't necessarily feel that this is recognised. We should develop an approach to reward and recognition that allows colleagues to recognise each other for positive contributions, as well as showcase their peers to others.
31. Reinforce the contribution casual staff make: We need to seize opportunities, formally and informally, to recognise the substantial contribution that casual staff make to the organisation. This needs to be recognised not just in the teams where casual staff work, but across the organisation and externally.

## **6. Casual Staff**

ICU employs casual staff in multiple areas across the organisation. These casual staff are primarily students studying at Imperial (and this paper generally assumes that casual staff are students), but in infrequent circumstances they can be external people.

In total there are 9 recommendations in this section focussing on:

- Systems and processes
- Support

32. Rota and shift management system: Currently, all our casual staff management is done via eActivities, this includes uploading shifts and managing contracts etc. We need to review the way we manage this, as eActivities does not have support for rota management for casual staff and this is done via other means. We should invest in an external platform that enables us to manage all aspects of our casual staff team in one centralised location.
33. Casual staff job creation policy: One of the things that currently does not exist within ICU, is a formalised and agreed policy detailing when new jobs are created, whether they are created as casual roles or full-time roles or what the principles to determine this are. There are clearly times that necessitate full-time staff being required over casual staff, but we should be trying to maximise areas where casual staff roles are created, as it gives opportunities for our members to be involved in service provision and discussions within their Union, but it also enables us to be more flexible with the services we provide. We need to create a policy for our departments to use to assess whether missing functionality within their team should be provided via casual staff or full-time staff.
34. Reviewing casual staff benefits programme: One of the things we have not been particularly good at advertising or creating for our casual staff, is a full suite of benefits that the roles get. As casual staff, they are entitled to the same benefits from the College that our full-time staff get, and they are not aware of this. We should also be providing them with benefits on top of this, for example regular events as a thank you (i.e., Christmas party). We also need to be better at communicating and changing the ethos within the organisation that our casual staff are still our staff team and are so entitled to the same benefits that our full-time staff team get that we provide.

35. Review of casual staff involvement in discussions surrounding their areas: All staff (including casual staff) should understand how decisions are made that impact their teams and roles, and where appropriate how they can be involved in the decision-making process. This has never extended significantly to our casual staff within those departments. We should be reviewing how we engage casual staff in these discussions, and understand which discussions they should be involved in.
36. Review of employment relationship of our casual staff: We currently employ casual staff in the same we employ permanent staff (i.e., they are employees of the College). This brings benefits, but also challenges. We should review whether this is the best way of employing them, and this should be done in conjunction with our casual staff to ensure they are fully consulted and involved.
37. Review of casual staff pay structures: We have previously created a skills matrix to dictate pay rates for our casual staff, and this did not work well for us. We have recently committed to pay in line with College's casual staff rates for the AY 2021-22, but we need to set a formal policy detailing how the pay structures function; how they are treated fairly across all roles within the organisation; and, how/when we review these pay scales/ structures. Our recommendation would be to pay a minimum wage of whichever is larger of the College's casual staff rates or London Living Wage, and we should commit to this going into the review.
38. Review of casual staff development: We benefit hugely from the casual staff we employ, and we need to reward them and enable them to develop and grow in a professional capacity, so they can go out into the wider job market with skills that are beneficial towards them. We should review how casual staff can access developmental opportunities, how we make this a fair process and how we support our casual staff in these developmental opportunities.
39. Review of casual staff communications: We need to review the way we communicate with our casual staff, and what we communicate with them about. We also need to review previous other communication methods (i.e., Venues casual staff weekly newsletter), as they were popular with the venues casual staff team and how we can potentially widen the scope of this to all casual staff if we feel this is something we would like to continue.
40. Future review of casual staff: As noted in the engagement section of the challenges analysis, we are starting from a very inexperienced point here, and we will need to focus more attention to the reviews going on due to the nature of us creating a nearly entirely new package for our casual staff team. Our recommendation would be for us to review this paper, making new proposals and changes towards the end of the academic year in preparation for the AY 2022-23, to ensure we are making decisions that are best for our students.

## **7. Staff Support and Wellbeing**

At a recent ICU development day, we asked staff members to define what wellbeing and support meant to them personally. There was agreement on what staff thought that meant in relation to ICU and can be summarised as:

1. Having good physical and mental health
2. Having a good work-life balance
3. Being provided with a comfortable, positive and welcoming environment to work in
4. Having the option to work flexibly

5. Being sufficiently resourced in our roles and teams to do a good job
6. Having managers that are effective and prioritise support for their staff

In total there are 11 recommendations in this section focussing on the above.

41. Training for managers on effective management and one to one meetings: Investigate resources available for training staff in how to support their staff effectively through good management and well-structured one to one meetings.

The College offers resource to enable this at no cost and training should be made available to all existing and new managers as part of induction and targeted internal comms. Good college training courses include 'Coaching Skills for Managers', 'Leading Successful Teams' and 'Managing for Wellbeing'.

This proposal is designed to address feedback from our recent Development Day regarding inconsistent management support. It will help managers deliver on points 4 and 5 from our Development Day definitions of wellbeing.

42. Designated staff to become Mental Health First Aiders and better signposting to College resources such as Confidential Care: The College offers Mental Health First Aid training to staff involved in supporting staff and students. In our previous staff structure prior to the pandemic, ICU maintained just one MFHA trained staff member and currently has none.

A wider pool of ICU staff should be selected across our teams and management structure to take MHFA training. This would preferably sit with staff with line management responsibility. Detail can be found on the Imperial College website.

The College also offers useful resources surrounding mental health support, with general advice, tools, and a Confidential Care line for staff. ICU does not maintain a set of staff webpages on our site. It is proposed that a Health Hub is created either on the ICU website or on our internal All Staff Teams site with a dedicated channel, signposting to relevant resources available to staff.

This proposal is designed to address feedback from our recent Development Day regarding a lack of priority surrounding mental health. It will help deliver primarily on point 1 from our Development Day definitions of wellbeing.

43. Physical wellbeing activities to be encouraged: Current measures created to foster physical health during lockdown should be continued and signposted. This includes a Strava club for the organisation and ad hoc competitions between staff.

As part of the wider formal calendar of wellbeing activities detailed below, and the social platform activities detailed below that, dedicated physical health activities should be resourced. These could include weekly lunchtime running, cycling, or walking clubs, or/and an annual sports event for staff to foster healthy competition.

The College also offers useful resources surrounding physical health support, with general advice, tools, and discounted memberships to the Ethos Sports Centre for staff. ICU does not maintain a set



of staff webpages on our site. It is proposed that a Health Hub is created either on the ICU website or on our internal All Staff Teams site with a dedicated channel, signposting to relevant resources available to staff.

This proposal is designed to address feedback from our recent Development Day regarding a lack of priority surrounding mental health. It will help deliver primarily on point 1 from our Development Day definitions of wellbeing.

44. Formal calendar of wellbeing activities: Current ad hoc activities arranged by SMT should be formalised into an annual calendar of activities, with defined dates and resources. This includes a formal calendar of Development Days and include social events such as Christmas or summer parties or away days.

This should be agreed at an SMT level and should be focussed on mental or physical wellbeing or designed to promote team bonding or have a social element.

Dedicated optional events supporting physical or mental wellbeing could be included but should be mindful of our staff demographic and appeal to a wide audience.

This proposal will help deliver primarily on points 1, 3 and 6 from our Development Day definitions of wellbeing.

45. Social platform retained with designated staff to champion social events: The current enhanced social platform via Teams should be retained, and successful social activities continued. Coffee Roulette has been especially well-received.

As we emerge from the pandemic, volunteer staff should be assigned as responsible for arranging social events on a regular basis. Staff responsible for events should reflect and be mindful of the demographic of our staff and events should appeal to a wide audience. Social activities should where possible encourage physical and mental wellbeing and should be cross-team to discourage the formation of silos.

This proposal is designed to address feedback from our recent Development Day regarding a lack of dedicated social events. It will help deliver primarily on point 3 from our Development Day definitions of wellbeing.

46. Career Development resources considered as part of our wider training and development measures: The College offers various resources surrounding Career Development and we should consider Career Development as part of our training and development proposals detailed in a separate paper of this review.

47. A hybrid model of working is considered as we emerge from the global pandemic: That we continue to consider our approach to hybrid working as we emerge from the global pandemic. We are largely already doing this, and it is broadly anticipated that an element of remote working will be retained in our working model going forward for staff that are not fully required to be on-site.

This proposal is designed to address feedback from our recent Development Day regarding good

work-life balance and flexibility. It will help deliver primarily on point 2, 3 and 4 from our Development Day definitions of wellbeing.

48. Investigation into Student Minds mental health framework: UWSU recommend the Student Minds mental health framework. The benefits of the framework should be investigated, and a decision made as to whether we take part.

#### *Casual Staff*

49. All above measures extended to casual staff: That where appropriate, all above measures are extended to Casual Staff. The likely exception to this rule would be hybrid working, as the majority of our casual staff roles preclude the option of working remotely.

That said, we should consider that managerial training should be extended to the Operations Manager and any Deputy Managers within Venues.

We should consider extending Mental Health First Aid training to some Duty Bar Managers within our venues. Any resources created to act as a Health Hub should be replicated or made available to casual staff, and any health events should be promoted equally to permanent and casual staff. We could even introduce a competitive element between the cohorts of staff to any sports related events created in our schedule.

50. Formal calendar of casual staff focussed activities: Where appropriate, activities throughout the year created for permanent staff should be extended to casual staff.

This could include Development Days, but hourly pay for attendance should be considered and budgeted, and attendance should be optional. A casual staff Christmas party should be included and an away day for casual staff teams should be considered.

51. Social platform extended to casual staff: Our social platform should be extended to include casual staff as currently access is limited to permanent staff.

Volunteer staff that are assigned as responsible for arranging social events on a regular basis, should include some casual staff members.

### **8. Staff Values and Culture**

In total there are 2 recommendations in this section focussing on:

- Visibility and awareness of our core values and mission
- Ways in which we can engage staff with our values
- Ways in which we can reward and recognise staff for engaging with our values

52. Creation of a hub to detail our values and mission in the form of a Back to Basics (BTB) web page: We should resource and investigate the creation of a set of web pages that showcase our future journey as an organisation and showcases our strategy, values framework, and mission.

This will help staff understand what we stand for as an organisation, and what we expect in terms of

culture.

53. Creation of a rewards and recognition scheme built around our values: We should create a project to implement a rewards and recognition scheme built to provide recognition for staff that show behaviour that embodies our core set of values. This will encourage engagement with our values and incentivise staff to create a positive staff culture.

A set of focus groups should be created to help define this scheme and the scheme should be implemented by ICU Central Services.

### **9. Next Steps**

In line with other strategic reviews, the next step will be to develop an action plan that includes timeline and the allocation of responsibilities. This also includes a discussion with our Strategic HR Partner to understand where there are College-level resources to help us with this work.

A regular update will be provided to Board.

Imperial College Union  
Board of Trustees / 29 September 2021

**Staff Changes Update [September 2021]**

Author: Ashley Cory (Systems Manager)

Purpose: To note recent staff changes following recruitment of several staff as part of our Back-to-Basics Recruitment Timeline

### 1. Introduction

We are currently recruiting new staff into the structure of ICU as part of our Back-to-Basics Recruitment Timeline presented at the July Board.

The implementation of this timeline has led to significant changes to the structure of the organisation relative to where we were at the start of the year. At the start of the year, our structure was as presented in the Organogram ICU Structure January 2021 on page 3 of this document.

### 2. Recent changes

We have now closed applications for the planned 'Preparing for Growth', 'Venues Interim' and 'Back to Basics 1' phases of our recruitment timeline. As such, we have filled many of the roles planned as part of these phases. Our current structure is as presented in the Organogram ICU Structure September 2021 on page 4 of this document.

Key changes are detailed as follows:

#### Marketing and Communications

- Director of Marketing and Communications: Juliette Coopey has been recruited as our new Director of Marketing and Communications. She now assumes management of both the systems and marketing & communications teams.

#### Finance

- Financial Controller: David Ashton has been appointed as our new Financial Controller in the finance team. This role replaces the previous Finance Manager role.
- Assistant Management Accountant: Phaminey Suntharalingam has been recruited as our new Assistant Management Accountant in the finance team. Start date is pending.

#### Venues

- Deputy Venues Manager (Beverage): Abigail Watson has been recruited as our new Deputy Venues Manager (Beverage).
- Assistant Venues Manager (Staff & Training): Bryony Maddern has been recruited as our new Assistant Venues Manager (Staff & Training). Start date is to be confirmed.
- Assistant Venues Manager (Cellars & Stock): Mohanad Youssef has been recruited as our new Assistant Venues Manager (Cellars & Stock).

- Venues Technician: Andrea Feasey has been recruited as our new Venues Technician. Start date is to be confirmed.

### **Student Opportunities and Development**

- Student Opportunities and Development Manager: Connar Walford has replaced Rachel Sunderland as our new Student Opportunities and Development Manager following Rachel's departure from ICU.

### **Representation and Advice**

- Representation Coordinator: Helena Schofield joins us as our new Representation Coordinator.

### **Systems**

- Web Developer: Theresa Pascual has been recruited as our new Web Developer.

### **Temporary support staff**

We have also recruited several short-term staff members as interim support during our recruitment phases. We have made use of Signature Recruitment, our preferred Temp Agency, plus the College's short-term contract provision.

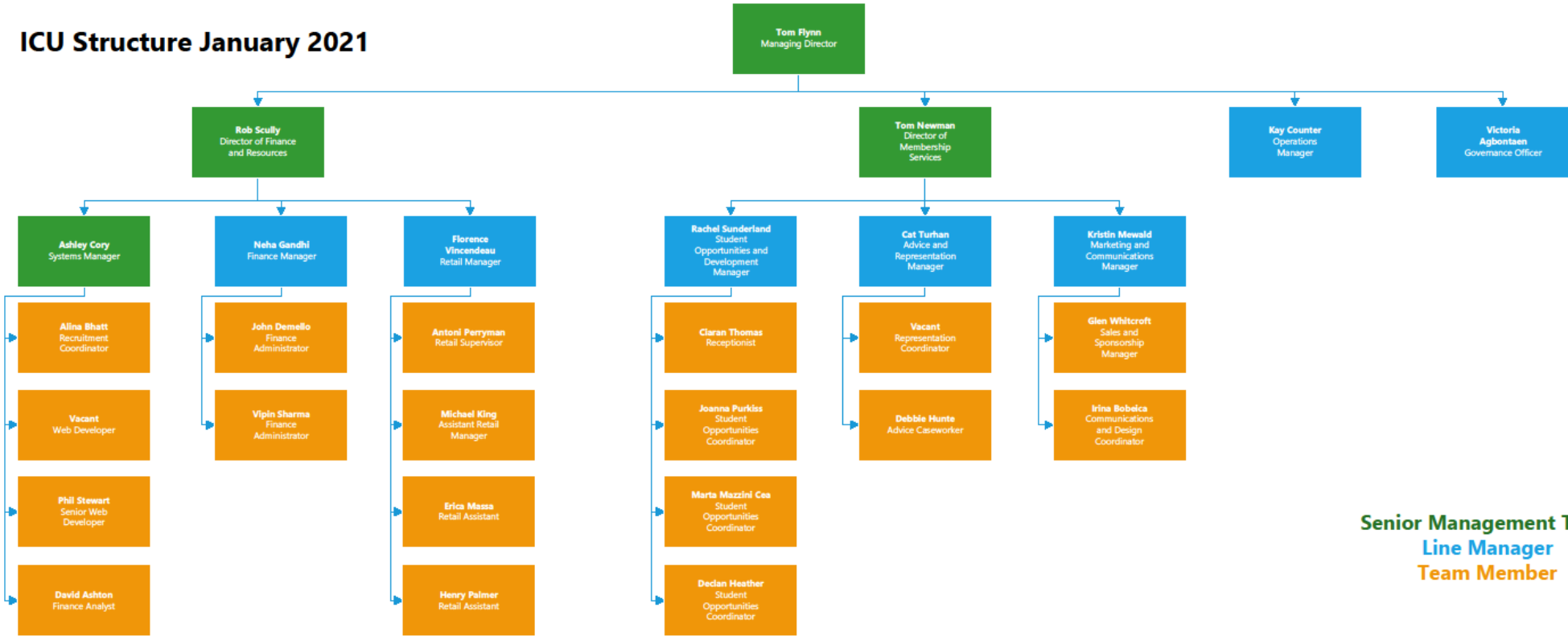
- Student Opportunities Administrators: Robert Thomas, Sheena Okyereoye
- Marketing Assistant: Bethan Thomas
- Receptionist: Patrice Mighton
- Advice Administrator: Petra Trglavcnik
- Finance Administrator: Ahmed Anshur

### **3. Future changes**

We have now commenced the 'Back to Basics 2' recruitment phase, concluding in early November. We will then move on to phases 3 and 4 as detailed in the 'Back to Basics Recruitment Timeline'.

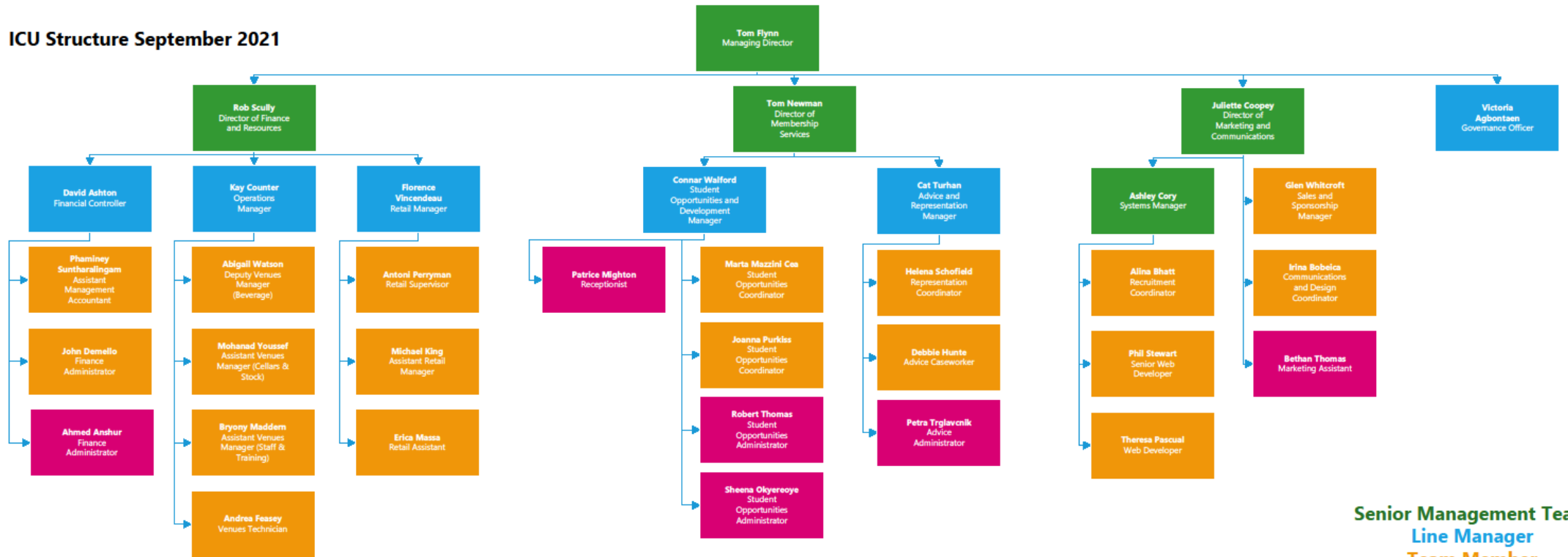
The future planned recruitment is detailed in ICU Organogram Future on page 5 of this document.

# ICU Structure January 2021



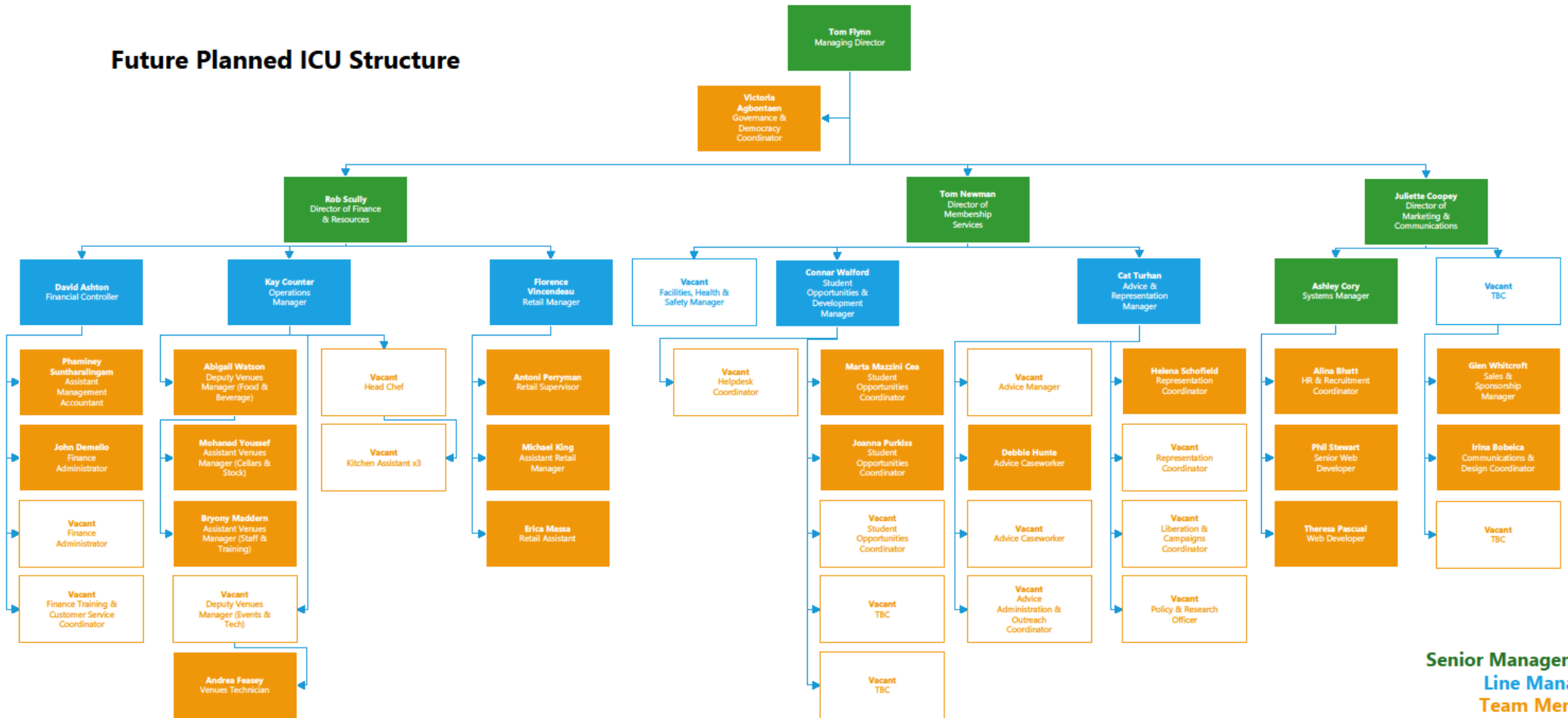
Senior Management Team  
 Line Manager  
 Team Member

# ICU Structure September 2021



Senior Management Team  
 Line Manager  
 Team Member  
 Temporary Contract

# Future Planned ICU Structure



Senior Management Team  
Line Manager  
Team Member



**Imperial College Union  
Board of Trustees / 29 September 2021**

**Scheme of Delegation Consultation**

Author: Dr Tom Flynn (Chief Executive)  
Dr Lloyd James (Union President)

Purpose: To consider the structure of a new 'scheme of delegation for the Union, as part of our agreed risk management framework.

### 1. Context

In December 2020 the Union agreed a new Risk Management framework based on the 'three lines of defence' model that is most common within the charity sector.

Line of Defence	Outputs	Monitoring & Reporting
First Line of Defence	Annual Operational Plans / Departmental Risk Registers  Other policies such as: risk assessment policy, financial procedures manual.	These should be developed on an annual basis and reviewed termly by the senior manager and at Leadership Group.  These should be reviewed on a triannual basis as part of a formal process.
Second Line of Defence	Strategic Risk Register  Scheme of Delegation Reserves Policy	These should be formally reviewed annually each September by the full Board of Trustees.
Third Line of Defence	Annual External Audit Annual Imperial College Internal Audit External Accreditation Schemes	These should take place annually and be reported to the full Board of Trustees.

#### Second Line of Defence: Scheme of Delegation

With a new strategy and strategic risk register approved by the Board, the Union is now in a position to develop and agree a new scheme of delegation. This policy document will set out the 'limits of authority' and 'key responsibilities' related to the following criteria:

- i. Key areas of Union's operation focussed mostly on our enablers and what are often termed 'internal' or 'corporate' functions.
- ii. Key decision-making committees, teams and individuals within the Union.

It is important to note that some elements of this delegation matrix are already specified within the Union's constitution and will be included for completeness.

### 2. Proposed Structure

The most common structure of a scheme like this within both the charity and students' union sectors is as follows. Some very rough examples are given to indicate how this structure would then work in more specific terms.

	Decision-making body #1	Decision making body #2
Area of Union operation #1		
Example #1: Finance	Consider quarterly financial accounts	Consider monthly management accounts
Example #2: HR	Approve restructure at SMT / department level	Approve restructure within a team
Example #3: Operational planning & management	Approve the operational planning round structure	Approve operational plans

The proposed areas of the operation to be considered under this framework are based on combination of our risk register, our strategic plan, and the organisation's operating structure:

- i. Strategy
- ii. Finance
- iii. Human Resources
- iv. Governance & Democracy
- v. Health & Safety
- vi. Risk Management
- vii. Key Stakeholder Management
- viii. Operational Planning & Management

The proposed decision-making groups / individuals to be considered under this framework are the following:

- i. Chair / President
- ii. Board of Trustees
- iii. Board Subcommittees
- iv. Management Committee
- v. Managing Director
- vi. Senior Management Team

### 3. Questions for Consultation

Before we develop the full matrix for consideration and then approval at the December meeting of the Board, we would like feedback on the following questions:

- i. Is this the right structure for our scheme?
- ii. Are these the right areas of operation / decision making groups for the scheme?
- iii. Are there any specific 'big ticket items' in each of the categories that you feel should explicitly be reserved for a specific decision-making group?

We are requesting feedback from Board by Wednesday 13 October, in order to develop a draft for circulation and comments before the December meeting deadline.

**Imperial College Union  
Board of Trustees / 29 September 2021**

**Corporate Governance Review: Update**

Author(s): Dr Tom Flynn (Managing Director)  
Dr Lloyd James (Union President)  
Victoria Agbontaen (Governance Coordinator)

Purpose: To consider an update on progress and note further actions required.

**1. Background Context**

In 2020 the Board of Trustees approved a range of thematic reviews to shape our transformation as we implement our new strategy. One of these themes was our corporate governance (rather than democratic governance).

The action plan was set out on the basis of the key themes identified in the Charity Governance Code, and we have already made significant progress on the majority of the key items.

An update is provided below. It is worth noting:

- i. The democracy review being led by the Union President in 2022 will almost certainly lead to a number of further changes that will impact on our governance – particularly our governing document.
- ii. Victoria Agbontaen has made the decision to move on from her role as Governance Coordinator. We are now recruiting for broadly the same role (with a slight job title change). Full details are here: [www.imperial.ac.uk/jobs/description/PRO00611/governance-democracy-coordinator](http://www.imperial.ac.uk/jobs/description/PRO00611/governance-democracy-coordinator)

	Recommendation	Update	Lead	Date
<b>Organisational Purpose</b>				
1	A review of the Union's corporate governance structure, particularly with reference to primary / non primary purpose trading.	To take place after this year's audit is complete, driven largely by financial risks.	RS	Jan 2022
2	Relevant updates made to the Union's articles and byelaws that reflect any changes on the basis of the actions in this document.	Majority of previous changes to be considered at the September and December Board meetings.	LJ	Ongoing
3	A new strategy that clearly sets out the purpose of the Union, distinguishing between the impact we're seeking on the lives of students, and the factors that will ensure the organisation is effective.	Complete		
4	An annual planning round that clearly aligns the work of staff (and associated teams / departments) with the strategy. Scheduled review points with the Leadership Group.	Complete		
5	A new balanced scorecard and annual monitoring round that measures our progress against delivery of the strategy, which includes a range of leading and lagging measures (outputs and impacts).	Complete		
6	A new financial model is agreed with the Board and the College that considers the nature of our income streams.	Complete		
7	A new partnership agreement with the College, with associated SLAs in key areas such as membership, estates, finance, IT, HR and data sharing.	This is due to be approved by Provost's Board in September.  SLAs will be complete by August 2022.		
8	A formal consultation with students and review of our membership of NUS, looking at the full range of options available under their new governance framework.	A discussion at Union Council on the various options before wider consideration by membership / Board.	LJ	Jan 2022
<b>Leadership</b>				
9	A clear statement of purpose for the Board that articulates its strategic role and how it adds value to the organisation. This should also include a reference to the role of Union Council, and how the two bodies interact with each other.	To be developed as part of the democracy review planned for term 2.	LJ	March 2022
10	An annual calendar of business approved in August every year, with key elements of forward agenda items identified.	Complete and ongoing		

11	Regular Board agenda planning meetings between the Managing Director, Chair and President scheduled in advance of meetings, to enable the identification of other items and prioritisation.	Complete and ongoing		
12	The formal delegation of a Senior Manager to act as Secretary for each Board subcommittee	Complete		
13	Standing items on every Board meeting to include update and performance reports from the Managing Director, Officer Trustees and Chair of Union Council.	Complete and ongoing		
14	A transparent annual appraisal and objective setting process for the Managing Director led by the Chair and President and reported back to Board.	Complete		
15	A structured objective setting process for the Officer Trustees as part of their induction, communicated clearly to students and reported back to Board with regular performance updates.	Complete and ongoing		
16	A set of updated job descriptions and person specifications for External Trustees and Student Trustees, that takes into account the different requirements for each role.	This will be complete in time for the new student trustee election / recruitment.	TF	Dec 2021
17	A series of Trustee 1-2-1s with the Chair at the midpoint of each year.	To take place in Jan/Feb. Scheduling to be undertaken in Nov/Dec.	JF	Jan/Feb 2022
<b>Integrity</b>				
18	A set of organisation values clearly established in the strategy, with the development plan for 'great people and culture' setting out how these will be embedded across the entire organisation.	Complete		
19	The inclusion of KPIs related to our values as part of the balanced scorecard.	Complete		
20	A formal code of conduct for Trustees that works in tandem with our members' code of conduct and sets out the process for any complaints and disciplinary action under charity law.	Consultation exercise run at the Board away day, with final approval in December.	LJ / JF / TF	Dec 2021
21	A formal conflict of interest policy that covers Trustees and Senior Staff, with a public register of interests.	To be approved at the December Board as part of our annual audited accounts signoff.	RS	Dec 2021
22	A safeguarding policy is developed as part of our H&S policies, which links with the College's approach to safeguarding.	Complete		
<b>Decision-making, Risk and Control</b>				
23	A clear strategic rationale for the subcommittee structure of the Board, with updated terms of reference	Complete		

	and memberships (see section 4 below). This should be reviewed annually in September.			
24	A scheme of delegation approved by the Board and updated on an annual basis at the start of each academic year.	Consultation exercise run at the Board away day, with final approval in December.	TF / LJ	Dec 2021
25	A risk management policy and strategic risk register, that is reviewed by the Board at least twice per academic year.	Complete and ongoing		
26	A corporate policy register covering key infrastructure areas in the Union (including finance, HR, H&S, data protection), stored in a centralised hub with review points identified for all.	A key objective for the new Governance & Democracy Coordinator once in post.	GDC	Jan 2022
27	A third-party partnerships policy governing our relationships with external organisations – for example advertising and promotions.	A key objective of the DPFS this year.	SL	Feb 2022
28	A clear cycle for the retender and renewal of our external audit partner.	Complete		
<b>Board Effectiveness</b>				
29	The appointment of a Deputy Chair of Trustees from the External Trustees.	To be approved in September Board and ratified at Union Council  Constitutional amendment approved.	LJ	Sep 2021  Dec 2021
30	A 'Board effectiveness discussion' on the agenda at the midpoint of the academic year, including consideration of external observation and an individual reflection exercise.	To be included in the 16 February meeting.	TF / JF	Feb 2022
31	At least one Board 'away day' at the start of each academic year focused on relationship building and the year ahead.	Complete and ongoing		
32	A structured induction process for all Trustees, including a handbook that contains key information on the Union.	Three induction sessions have been created and run.  Handbook to be developed ready for new student trustee induction.	TF  CT	  Mar 2022
33	The identification and promotion of external training opportunities for Trustees.	Consultation at Board away day on future training needs.	TF	Sep 2021
34	A revised recruitment and support process for Student Trustees supported by the Managing Director, Governance Officer and Union President.	To be completed in the second academic term.	LJ / GDC	Mar 2022
35	Enhanced messaging during the main elections regarding the responsibilities of Trustee positions.	To be included in the main OT election period communications planning.	TN / JC	Feb 2022

36.	A Board 'succession plan' considered annually that clearly identifies upcoming terms of office and recruitment requirements.	To be developed once the Deputy Chair appointment is confirmed.	TF / JF / LJ	Dec 2021
<b>Equality, Diversity and Inclusion</b>				
37	The inclusion of 'inclusivity' as one of the key values of the Union.	Complete		
38	An equality, diversity and inclusion strategy (EDI) for the Union that spans all areas of the organisation, engages with the College, and includes a detailed action plan developed on the basis of it.	T&F group created to manage the development of this.	TF	May 2022
39	A rolling programme of EDI training for staff, trustees and senior student volunteers.	To be considered as part of the EDI Strategy and Action Plan	TF	May 2022
40	Publicly publishing key results such as our gender and race pay gaps, with a comprehensive narrative explaining them and setting out key actions.	To be generated as part of our 'annual measuring round' at the end of each academic year.	RS	Aug 2022
41	Explicit consideration of Board diversity when undertaking any Trustee selection by application and selection.	To be considered as part of the EDI Strategy and Action Plan	JF / TF	Ongoing
42	Continued use of the mixed mode of physical and electronic meetings for Board and its subcommittees / task and finish groups.	Complete and ongoing.		
<b>Openness and Accountability</b>				
43	A report to Union Council and the membership on the Action Plan, communicating where improvements are planned and the work being undertaken.	A summary version of this paper to be presented to Union Council.	LJ	Sep 2021
44	A Communications & Stakeholder Engagement Plan for the Board.	To be developed	JC / LJ / TF	Feb 2022
45	An annual impact report plan that clearly articulates the work of the Union and progress it is making against the strategy. This should also include information about key challenges and where progress has yet to be made.	2020/21 Annual Report to set this context.  2021/22 Annual Report to be structured on the basis of the new strategy.	TF	Dec 2021  Aug 2022
46	Termly 'meet the Board' sessions for senior student volunteers to directly meet and ask Trustees questions about their work.	To be hosted over MS Teams and promoted to senior student volunteers.	CT / LJ	Nov 2021 Mar 2022 Jun 2022
47	A revised complaints policy and procedure, with associated data published for members and the Board.	Complete and ongoing		

**Imperial College Union  
Board of Trustees / 29 Sept 2021**

**Trustee Expenses Policy**

Author(s): Robert Scully (Director of Finance & Resources)  
Jill Finney (Chair of Trustees)  
Dr Lloyd James (Union President)

Purpose: To approve the Trustee Expenses Policy for the Union.

**1. Context**

The Charity Commission has set down in writing seven 'legal responsibilities' for trustees. Two of these are:

- i. Act in the charity's best interests
- ii. Manage the charity's resources responsibly

Taken together, these provide for the ability for trustees to claim 'reasonable expenses incurred in fulfilment of their duties. An expenses policy makes this transparent fair.



Audience: Trustees  
Owners(s): Board of Trustees  
Created Date: September 2021  
Review Date: September 2023

## **1. Policy Statement**

The Trustees of Imperial College Union undertake their duties on a voluntary basis and donate a significant amount of their time and expertise to the organisation. In the course of fulfilling their duties, Trustees may incur costs as a direct result of their position. ICU will reimburse such costs in line with this policy.

It is important that expenses claimed under this policy are solely for the reimbursement of costs incurred and that there is no potential, or perception, that Trustees stand to profit. Therefore, all claims (except for mileage) will need to be accompanied by receipts of the original purchase.

At all times, achieving value for money should be a priority, and when making decisions on expenditure all Trustees and staff members are asked to bear this in mind.

Environmental sustainability should be considered during decision making (particularly around transport), and the most environmentally-friendly option should be utilised where possible and practical.

This policy is informed by Charity Commission guidance '*Trustee expenses and payments (CC11)*'.

This policy applies to Officer Trustees in the performance of their duties as Trustees, but does not extend to their 'day-to-day' representative roles for which they are remunerated, where the staff expenses policy will apply.

## **2. Eligible Expenses and Limits**

The items below are deemed reasonable expenses if incurred as a result of undertaking Trustee duties, and shall normally be approved without delay.

### 2.1 Travel

ICU will reimburse return domestic travel costs Trustees incur in travelling to meetings or other events that they are expected to attend in the performance of their duties. This will normally be from their main residence to location of the meeting.

#### 2.1.1 Cycling

Trustees are encouraged to cycle where journeys are short and it is safe to do so. In recognition that there is a cost associated with maintaining safe cycling equipment, ICU will reimburse 20p per mile for journeys cycled.

#### 2.1.2 Train travel and public transport

For longer journeys, public transport is preferred as it is kinder to the environment than driving and often cheaper too. Train, tube and bus tickets will be reimbursed for journeys that are the

most direct or the best value. Journeys should be standard class, unless it is cheaper to travel otherwise (which must be evidenced) or prior approval has been obtained by the Chair of Trustees. In order to achieve maximum value for money, Trustees should, wherever possible, travel off-peak and booked in advance.

Daily travelcards for travel on TfL services will be reimbursed if this offers better value for money than paying for individual journeys.

Where Trustees already hold travelcards and use these for travel in fulfilling their duties, expense claims will not normally be permitted as there is no additional cost to the individual for the extra use.

Expense claims for travel on TfL services must be based on journeys travelled, rather than top ups to Oyster cards. As evidence, journey records from Oyster cards, or bank statements for contactless payments may be used.

### 2.1.3 Car and motorbike

Where there is no practical option to use public transport, travel by private car or motorbike can be claimed. In line with HMRC allowances, the following rates can be claimed:

- Cars – 45p per mile
- Motorbikes – 24p per mile

Expenses for private vehicular travel are in recognition that there are a variety of costs associated (eg insurance, wear and tear, depreciation etc) and therefore receipts are not required when making such a claim. The postcodes of the origin and destination should be provided, as well as the total number of miles, so that claims can be validated.

Legitimate parking costs may be claimed where car or motorbike travel is used and paid parking is required.

Trustees are responsible for ensuring that any private vehicle they travel in is safe, roadworthy and appropriately insured (some insurers may classify such journeys as 'travel for work' and require specific policies).

### 2.1.4 Taxis and private hire

Taxis should only be considered where there is no viable public transport either due to availability, time constraints or other practical reasons (excess luggage, for example). Trustees should use licensed taxi companies (or London black cabs) and obtain a receipt for their journey. Taxis should normally only be used for short journeys less than £20, though exceptions may be approved by the Chair of Trustees.

### 2.1.5 Air travel

Ordinarily, domestic air travel will not be permitted under this policy, as it has a significantly larger impact on the environment than other methods of transport. However, in exceptional circumstances (and if no other method of transport is available) the Chair of Trustees may approve domestic air travel in advance of booking.

International air travel shall not normally be required as part of the performance of a Trustee's role, however where a Trustee normally resides outside of the UK and is coming to the UK to attend a meeting the following will apply:

- i. Trustees should coordinate the trip with other meetings or events in order to maximise the benefit of the travel
- ii. Consideration should be given as to whether the trip is necessary (ie can the same benefit be attained via digital meetings?)
- iii. If the trip is deemed necessary and flying is the only viable option, ICU will reimburse the cost up to a maximum for £100. This is in line with most long distance pre-booked domestic train fares.

### 2.2 Food and drink

When away from home as part of undertaking their roles, Trustees may claim expenses for meals up to a maximum of:

- Breakfast - £8
- Lunch - £16
- Dinner - £26

### 2.3 Accommodation

If overnight stays are required, ICU will cover the costs of a hotel up to a maximum of:

- Inside M25 - £150 per night
- Outside M25 - £105 per night

### 2.4 Business entertaining

If Trustees are required to entertain guests as direct function of their role, this should be agreed in advance with the Chair. Expenses can be claimed up to £55 per person for meals.

### 2.5 Training and development

ICU is committed to ensuring that all Trustees have the skills and knowledge required to undertake their role, and offers a full induction programme for new Trustees. Where Trustees feel that they would benefit from additional training or development, this should be discussed with the Chair of Trustees in consultation with Managing Director and will ordinarily be procured and paid for directly by ICU. Where approved by the Chair in advance, Trustees may claim for training and development costs.

### 2.6 Equipment

It is not generally expected that Trustees will require any specific equipment in order to fulfil their roles, however there may be occasions where there is such a requirement. In these instances, expense claims for equipment should be agreed in advance with the Chair of Trustees, in consultation with the Managing Director.

### 2.7 Business Calls

Trustees should use free digital software (MS Teams, Zoom etc) for digital meetings/conference calls. Where exceptional expenditure is incurred making phone calls in the capacity as a Trustee, the cost of these calls can be reclaimed. Claims must include an itemised list of calls and the charges for each, where business calls are clearly identified.

ICU will not pay for line rental costs of a private phone contract.

### **3. Claim process and authority**

The Director of Finance and Resources will be responsible for ensure that an effective system is in place that enables Trustees to make expense claims efficiently and accurately records these claims in the accounting system.

Claims for travel to meetings and Union events that do not require specific exceptions to the approve framework can be approved by the Chair, Managing Director or Director of Finance & Resources. Where exceptions are required to be approved, this should be obtained by the Chair (or in the case of the Chair, the President).

Where the Chair is the claimant, the President shall approve the claim, in consultation with the Managing Director.

All claims (with the exception of mileage) should be accompanied by a receipt clearly showing the item purchased and amount. For travel, receipts should also include the journey details.

### **4. Gifts and hospitality**

Trustees should be conscious that accepting gifts or hospitality could create a situation where their judgement may be impacted (or others may perceive this to be the case).

Where Trustees are in receipt of gifts or hospitality by virtue of their Trusteeship, these should be declared immediately to the Chair and Managing Director if over £20 in value. Before accepting the gift, approval should be sought from the Chair. Where gifts create the potential for bribery or the perception of potential bribery, they should be declined/returned.

All gifts of value greater than £20 (even if declined), should be reported to the Director of Finance & Resources to be recorded in the hospitality register.

This does not apply to formal events where it is expected that Trustees attend in order to perform their role, and therefore most events on campus or hosted by ICU or Imperial College will not need to be recorded.

**Imperial College Union  
Board of Trustees / 29 September 2021**

**Current Status of Governing Documents**

Author(s): Dr Lloyd T. James (President)

Purpose: To make the Committee aware of the current status of the Governing Documents

To approve amendments to the Governing Documents that have been previously approved by Union Council.

**1. Current Status of the Governing Documents**

- The ICU Governing Documents (Constitution and Bye Laws) last underwent a major review and reapproval process in the 2018/19 academic year.
- The Board of Trustees is required to review the Governing Documents every five years, and so the next review will not be required until the 2023/24 academic year.
- Since the last point of review, no amendments have been made to the Constitution, however a number of amendments to the Bye Laws have been passed by both Union Council and the Board of Trustees. Other amendments have also been passed by Union Council but not yet by the Board of Trustees. None of these changes are reflected in the version of the Bye Laws on the ICU website.
- Board is requested to approve these latter amendments, which are outlined in Section 2.
- The Appendix to this paper presents a current 'snapshot' of the Bye Laws, reflecting all fully approved changes since the 2018/19 review including:
  - The addition of an extra External Trustee to the Board,
  - Changes to the nature of Union Policy,
  - Addition of a formal role description for the Felix Editor,
  - Reflection of the new structure of Subcommittees under the Board of Trustees,
- This snapshot also reflects those amendments outlined in Section 2 to be approved herein.
- In future, it shall be the responsibility of the President to implement any amendments to the Governing Documents as soon as possible after they have been ratified by the Board of Trustees such that the published version on the website may be kept 'live'.

**2. Amendments to the Bye Laws for Approval**

- To resolve confusion over the meaning of the term 'electronic vote' and whether a vote made over a Teams meeting should be considered an electronic vote, Section C of the Bye Laws should be amended to add:
- "If in-person meetings of Council and its subcommittees are not possible due to extraordinary circumstances, they may be held by virtual means, in which all participants may communicate simultaneously with all other participants. In virtual Council meetings that meet these requirements, voting is not considered an 'electronic vote'".
- To make the name of the role more inclusive, the 'LGBT Officer' should be renamed in the Bye Laws to the 'LGBTQ+ Officer'.
- To clarify the wording of the DPFS Job Description so that representation of student interests, rather than direct responsibility for finance and services, is emphasised and so that the Job Description reads:

*3. The Deputy President (Finance & Services) shall:*

*3.1. Take on Presidential duties as appropriate,*

3.2. *Be responsible for reporting students' interests on health and safety to the College and external bodies, suggesting areas for development, in conjunction with the relevant Union committees and staff,*

3.3. *Be jointly responsible with Deputy President (Clubs & Societies) for the training, support and recognition of Clubs, Societies & Projects (CSPs) volunteers, in conjunction with the relevant Union committees and staff,*

3.4. *Be jointly responsible with Deputy President (Clubs & Societies) for overseeing support on financial matters to Clubs, Societies & Projects,*

3.5. *Be responsible for reporting students' interests on financial procedures that impact students, suggesting areas for development, in conjunction with the Finance & Risk sub-committee of the Board of Trustees, where the Deputy President (Finance & Services) will be a member,*

3.6. *Be responsible for ensuring students' interests are accounted for in the delivery of the Union services provided at all campuses, including but not limited to conferencing, retail and licensed trade services,*

3.7. *Be responsible for the sponsorship of the Union,*

3.8. *Be responsible for ensuring students' interests are considered in the training, support and recognition of all student staff, in conjunction with the relevant Union committees and staff,*

3.9. *Be responsible for ensuring students' interests are the key driving factor behind Union events, in conjunction with the relevant Union committees, volunteers and staff,*

3.10. *Be responsible for reporting students' interests on matters of sustainability – environmental, financial, and social – to both the College and the Union, suggesting areas for development, in conjunction with the relevant Union committees, volunteers and staff.*

- To implement the revised Disciplinary Procedures developed by Deputy President (Welfare) Shervin Sabeghi in the 2020-21 academic year, which are reflected as Sections G, H, and I of the Bye Laws snapshot in the Appendix.

**Bye-Laws  
Of  
Imperial College Union**

## **A. Structure of the Union**

### **Union Council**

#### **Membership & Operation**

1. Membership of the Union Council shall be the following:
  - 1.1. The Officer Trustees
  - 1.2. The Council Chair
  - 1.3. The Constituent Union Presidents
  - 1.4. The Management Group Chairs
  - 1.5. The Union Liberation & Community Officers
  - 1.6. One Welfare Officer of each of the Constituent Unions
  - 1.7. One Academic Affairs Officer of each of the Constituent Unions
  - 1.8. Sixteen Representatives to Council Members elected by cross-campus ballot proportional to the students registered on courses
    - 1.8.1. These will be proportional to those courses that make up a particular Faculty and those courses that are not in a particular Faculty.
    - 1.8.2. Each Faculty must have both Undergraduate and Postgraduate Representatives to Council unless one of these level of study is not taught.
2. No member may hold more than one seat on Union Council at any time.
3. Members of the Union Council who do not attend two consecutive ordinary meetings (irrespective of apologies) shall be deemed to have resigned their seat on Union Council.
  - 3.1. Any ex-officio member of council may have their seat reinstated by a simple majority vote of Union Council.
4. Union Council shall meet at least every 4 weeks during term time.
5. Union Council may be called additionally by the President.
6. Union Council may be called additionally by the Council Chair upon receipt of a request by one of the following:
  - 6.1. The Board of Trustees
  - 6.2. A General Meeting



- 6.3. Ten Members of the Union Council
- 6.4. 100 Members of the Union
- 7. The Union will advertise the time and location of each meeting at least 5 clear College days before each meeting
- 8. Any Member of the Union may attend and speak at Union Council Meetings. Any Associate Member of the Union may attend but must request the Chair's permission to speak. Any other person must obtain permission from the meeting to attend and speak.
- 9. Only members of Union Council may vote in Council Meetings
- 10. The Council Chair may only cast a vote in the event of a tie.
- 11. All items for debate and discussion must be submitted at least 5 clear College days before the meeting.
  - 11.1. Any direct responses to items for debate and discussion must be submitted 2 clear College days before the meeting. At the discretion of the Chair, items of a time sensitive nature may be submitted at least 2 clear College days before the meeting.
- 12. All items for debate must have the declared support of two full members of the Union, known as the proposer and the seconder.
- 13. The Council Chair shall;
  - 13.1. Be any full member of the Union, elected by cross-campus secret ballot.
  - 13.2. Have a period of office until the end of the academic year.
  - 13.3. Declare any interest that they have in any debate or discussion, and relinquish the Chair during any debates in which they have an interest.
  - 13.4. Be responsible for ensuring that the Union Council is fulfilling its obligations set out in the Constitution & Bye-Laws.
  - 13.5. Be responsible for the development and implementation of Council's Standing Orders.
- 14. The Agenda must include:
  - 14.1. Apologies for absence
  - 14.2. The checking of previous minutes for accuracy
  - 14.3. Matters arising from the previous minutes
  - 14.4. Reports from Officer Trustees and sub-committees (followed by questions)

- 14.5. Any other Business
- 14.6. Time, date and place for next meeting.
- 15. All Union Council Meetings should be conducted according to the Meeting Bye-Laws.

## **Sub-Committees**

- 16. The Union Council may form and delegate powers to sub-committees of the Union Council. Such powers should be set out in the sub-committee's Standing Orders, amendable by Union Council only, and may not include powers requiring a two-thirds majority resolution.
- 17. Sub-Committees of the Union Council may not create policy that binds the whole Union, for that power is reserved only for the Union Council (and by extension the Board of Trustees).
- 18. A sub-committee of the Union Council must have Standing Orders, approved by the Union Council, that explicitly state its voting membership.
- 19. The sub-committees of the Union Council shall be:
  - 19.1. The Societies & Projects Board
  - 19.2. The Sports Hub Exec
  - 19.3. The Education & Representation Board
  - 19.4. The Community & Welfare Board
  - 19.5. The Services & Sustainability Board
  - 19.6. The Governance & Identity Board

## **Constituent Unions**

- 20. Constituent Unions shall be ultimately responsible to the President or the President's nominee for their operation and policies.
- 21. Constituent Unions shall operate within the Union's Constitution, Bye-Laws and Policies.
- 22. There shall be the following Constituent Unions:
  - 22.1. The Graduate Students' Union for postgraduate students.
  - 22.2. The City & Guilds College Union for the undergraduate students of the Faculty of Engineering, excluding students of the Earth Science Engineering and Materials Departments.
    - 22.2.1. Postgraduate students in the Faculty of Engineering, excluding those in Earth Science Engineering and Materials Departments,

are social members of the City & Guilds College Union

22.3. The Imperial College School of Medicine Students' Union for the undergraduate students of the Faculty of Medicine.

22.3.1. Postgraduate students in the Faculty of Medicine, are social members of the Imperial College School of Medicine Students' Union.

22.4. The Royal College of Science Union for the undergraduate students of the Faculty of Natural Sciences.

22.4.1. Postgraduate students in the Faculty of Natural Sciences, are social members of the Royal College of Science Union

22.5. The Royal School of Mines for the undergraduate students of the Earth Science Engineering and Materials Departments.

22.5.1. Postgraduate students in the Earth Science Engineering and Materials Departments, are social members of the Royal School of Mines Union

22.6. Silwood Park Students' Union for the students of Silwood Park Campus.

## **Management Groups**

23. Management Groups shall be ultimately responsible to the President or the President's nominee for their operation and policies.

24. Management Groups shall operate within the Union's Constitution, Bye-Laws and Policies.

25. Management Groups shall provide for the co-ordination and development of student activities within their constituent clubs, societies or projects, and within their central activities.

26. A Management Group must have Standing Orders, approved by the Clubs, Societies & Projects Board, that explicitly state its voting membership.

27. Each Management Group may have associated mini-Management Groups as defined by their standing orders and approved by the Clubs, Societies & Projects Board.

28. A Club, Society or Project must have a constitution, approved by its Management Group or Constituent Union's Executive Committee that explicitly states its voting membership.

29. There shall be the following Management Groups:

29.1. Arts

- 29.2. Community
- 29.3. Culture
- 29.4. Knowledge
- 29.5. Recreation
- 29.6. Sport

## **Union Liberation & Community Officers**

- 30. The Union Liberation & Community Officers shall be responsible to the Deputy President (Welfare) for their work.
- 31. The Union Liberation & Community Officers shall work within the Union's Constitution, Bye-Laws and Policies.
- 32. There shall be the following Union Liberation & Community Officers:
  - 32.1. Black & Minority Ethnic
  - 32.2. LGBTQ+
  - 32.3. Disabilities
  - 32.4. Mental Health
  - 32.5. Gender Equality
  - 32.6. Ethics & Environmental
  - 32.7. Interfaith
  - 32.8. International

## **B. Trustees**

### **Officer Trustees**

- 1. Up to five Officer Trustees shall be elected by secret ballot by the Members of the Union at an election to be held in accordance with the Bye-Laws. The Officer Trustees shall be elected to posts set out in the Bye-Laws.
- 2. The Officer Trustees shall remain in office for a term of one year commencing in accordance with the Bye-Laws. The term of office may be shorter or longer on a transitional basis to coincide with an alteration of the year start or end. Subject to a transitional change in the year of office, an Officer Trustee may be re-elected for a maximum further term of one year by the Members of the Union at an election to be held in accordance with the Bye-Laws, subject to

compliance with Imperial College London's rules on Sabbatical terms. An Officer Trustee's terms of office may be either consecutive or non-consecutive.

3. Each Officer Trustee must be a Student or an Officer Trustee at the time of his or her election. An Officer Trustee shall continue as, or become a Member of the Union on commencement of his or her appointment or re-appointment as an Officer Trustee. Such membership shall cease when the Officer Trustee ceases to be an Officer Trustee, unless they return immediately to studying at Imperial College London.
4. The Officer Trustees shall be deemed to be "major union office holders" for the purposes of Section 22 of the Education Act.
5. At the same time as commencing the term of office as a Trustee, the Officer Trustee will enter into a contract of employment with the Union for a term to be determined in accordance with the Bye-Laws. The duties and method of remuneration of each Officer Trustee shall be as set out in the Bye-Laws.

### **Student Trustees**

6. Subject to the Constitution and Bye-Laws, up to two Student Trustees shall be elected by secret ballot by the Members at an election to be held in accordance with the Bye-Laws.
7. Each Student Trustee must be a Student at the time of their election (and must continue to be a Student for the duration of their term as a Student Trustee).
8. Elected Student Trustees shall remain in office for a term of one year commencing in accordance with the Bye-Laws. The term of office may be shorter or longer on a transitional basis to coincide with the alteration of the year start or end.
9. An elected Student Trustee may serve a maximum of two consecutive terms or non-consecutive terms.
10. Up to two Student Trustees shall be appointed by a simple majority vote of the Board of Trustees, who will receive advice on the appointment from the Appointments and Remuneration Committee, provided that the appointment of each Student Trustee is ratified by a two thirds majority vote of the Union Council.
11. Unless their appointment is terminated in accordance with Clauses **Error! Reference source not found.** to 24 appointed Student Trustees shall remain in office for a term of one year.
12. Appointed Student Trustees may serve for a maximum of up to two terms which may be either consecutive or non-consecutive.

### **Alumni Trustees**

13. One Alumni Trustee shall be appointed by a simple majority vote of the Board of Trustees, who will receive advice on the appointment from the Appointments

and Remuneration Committee, provided that the appointment of each Alumni Trustee is ratified by a two thirds majority vote of the Union Council.

14. Unless their appointment is terminated in accordance with the Bye-Laws, Alumni Trustees shall remain in office for a term of up to three years.
15. Alumni Trustees may serve further terms of office, subject to the appointment process outlined in Clause 13.

### **External Trustees**

16. Up to five External Trustees shall be appointed by a simple majority vote of the Board of Trustees, who will receive advice on the appointment from the Appointments and Remuneration Committee, provided that the appointment of each External Trustee is ratified by a two thirds majority vote of the Union Council.
17. Unless their appointment is terminated in accordance with Clauses 22 to **Error! Reference source not found.**, External Trustees shall remain in office for a term of up to three years.
18. External Trustees may serve further terms of office, subject to the appointment process outlined in Clause 16.

### **Chair and Deputy Chair**

19. The Board of Trustees shall appoint an Alumni Trustee or External Trustee to act as Chair and may at any time remove them from office.
20. The Board of Trustees may appoint one of their number to act as Deputy Chair and may at any time remove them from office. The role of the Deputy Chair will be to support the Chair.
21. In the absence of the Chair and the Deputy Chair, another Trustee appointed by the Board of Trustees shall preside as chair of the meeting.

### **Disqualification, Resignation and Removal of Trustees**

22. The office of a Trustee shall be vacated if:
  - 22.1. they become prohibited by law from being a charity trustee;
  - 22.2. in the case of an Officer Trustee, they cease to be an employee of the Union;
  - 22.3. in the case of a Student Trustee, they cease to be a Student;
  - 22.4. they resign by notice to the Union (but only if at least four Trustees will remain in office when the notice of resignation is to take effect);

- 22.5. the Board of Trustees reasonably believe they are suffering from mental or physical disorder and are incapable of acting as a Trustee and the Board of Trustees resolve that they be removed from office;
  - 22.6. they fail to attend two consecutive meetings of the Board of Trustees and in the opinion of the Trustees there are no mitigating circumstances for that failure and the Trustees therefore resolve that he or she be removed for this reason; or
  - 22.7. they are removed from office under Clauses 23 to 24.
23. The office of a Trustee shall be vacated if:
- 23.1. a motion of no confidence in the Trustee is passed by a simple majority of the Members voting in a Referendum, provided that at least 10% of Members cast a vote in the Referendum. Such a motion shall only be triggered by a petition of no confidence signed by at least 10% of Members; or
  - 23.2. a motion of no confidence in the Trustee is passed by a two thirds majority in a vote of the Union Council.
24. The office of a Trustee shall be vacated if a majority resolution of no confidence is passed by the Trustees. For the avoidance of doubt, the Trustee concerned and any Trustee who has a conflict of interest in relation to the matter shall not vote on this resolution and the quorum shall be adjusted accordingly in accordance with Clause 65.

### **Rights of Removed Trustee**

- 25. A resolution to remove a Trustee in accordance with Clause 23 and 24 shall not be passed unless the Trustee concerned has been given at least 10 clear College days' notice in writing that the resolution is to be proposed, specifying the circumstances alleged to justify removal from office, and has been afforded a reasonable opportunity of being heard by or making written representations to the Trustees.
- 26. A Trustee removed from office in accordance with Clause 23 and 24 shall be entitled to appeal the decision to remove them to an Appeals Panel within 10 clear College days of the resolution. The Appeals Panel shall be made up of a nominee of Imperial College London, one independent person and an officer of another students' union. The independent person shall be a Member who is not a Trustee or a member of the Union Council.

### **Replacement of Trustees**

- 27. If an Officer Trustee resigns, is disqualified or removed from office at any time prior to the commencement of the Academic Year, the vacancy that results on the Board of Trustees shall be filled in accordance with the Bye-Laws.

28. If an Officer Trustee resigns, is disqualified or removed from office after the commencement of the Academic Year the vacancy shall remain until the next elections are held.
29. If an elected Student Trustee resigns, is disqualified or removed from office, a Student Trustee may be elected to the vacancy in accordance with the Bye-Laws.
30. If an Appointed Student Trustee, an Alumni Trustee or an External Trustee resigns, is disqualified or removed from office, a replacement shall be appointed to the vacancy in accordance with the Bye-Laws.

### **Powers of the Board of Trustees**

31. The Board of Trustees shall be the sovereign and governing body of the Union and (subject to the Education Act, the Constitution and Bye-Laws) shall exercise all the powers of the Union. A meeting of the Board of Trustees at which a quorum is present may exercise all powers exercisable by the Board of Trustees.
32. The Board of Trustees shall further the aims and objects of the Union with the assistance of the Union Council.
33. No alteration of these Bye-Laws or the Bye-Laws shall invalidate any prior act of the Board of Trustees which would have been valid if that alteration had not been made.
34. The Board's powers under Clause 31 shall include but not be limited to responsibility for:
  - 34.1. the governance of the Union;
  - 34.2. the budget of the Union; and
  - 34.3. the strategy of the Union.
35. The Board of Trustees may override any decision and Policy made by the Members in a general meeting or Referendum or by the Union Council which the Board of Trustees considers (at their absolute discretion):
  - 35.1. has or may have financial implications for the Union;
  - 35.2. is or may be in breach of, contrary to or otherwise inconsistent with charity or education law or any other legal requirements (including ultra vires);
  - 35.3. is not or may not be in the best interests of the Union or all or any of its charitable objects; or
  - 35.4. will or may otherwise affect the discharge of any or all of the responsibilities referred to in Clause 34.



36. The continuing Trustees or a sole continuing Trustee may act notwithstanding any vacancies in their number. However, if and so long as the number of Trustees is less than the number fixed as the quorum in Clause 65, the Trustees may only act to increase the number of Trustees (including by arranging an election) so that there is a quorum.
37. All acts done by a meeting of the Board of Trustees, or of a committee of the Board of Trustees, shall be valid, even if it is later discovered that any Trustee who participated in the vote:
  - 37.1. was not properly appointed;
  - 37.2. was disqualified from holding office;
  - 37.3. had vacated office; or
  - 37.4. was not entitled to vote.

#### **Delegation of Trustees' powers**

38. The Board of Trustees may, by power of attorney or otherwise, appoint any person to be the agent of the Union for such purposes and on such conditions as they determine.
39. The Board of Trustees may delegate some of their powers or functions to any committee or the implementation of any of their resolutions and day-to-day management of the affairs of the Union to any person or committee in accordance with the conditions set out in these Bye-Laws.

#### **Delegation to committees**

40. In the case of delegation to committees:
  - 40.1. the resolution making the delegation shall specify those who shall serve or be asked to serve on such committee (though the resolution may allow the committee to make co-options up to a specified number);
  - 40.2. subject to Clause 58 **Error! Reference source not found.**, the composition of any such committee shall be entirely in the discretion of the Board of Trustees, except that the membership of each committee should contain at least one Student Trustee and one External Trustee and may otherwise comprise such of their number (if any) as the resolution may specify;
  - 40.3. the deliberations of any such committee shall be reported regularly to the Board of Trustees and any resolution passed or decision taken by any such committee shall be reported forthwith to the Board of Trustees and for that purpose every committee shall appoint a secretary;
  - 40.4. all delegations under this Clause shall be revocable at any time; and

- 40.5. the Board of Trustees may make such regulations and impose such terms and conditions and give such mandates to any such committee or committees as they may from time to time think fit.
41. The Board of Trustees shall establish the following subcommittees (which is a non-exhaustive list) in accordance with their powers under Clauses 38 and 39:
- 41.1. Management Committee
- 41.1.1. Lead on the development and delivery of the annual planning, budgeting and monitoring rounds.
- 41.1.2. Approve operational policies and procedures related to the services and activities of the Union.
- 41.1.3. Approve plans for major projects that affect all areas of the Union.
- 41.1.4. Lead the development of and propose items for consideration by the full Board.
- 41.2. Finance, Audit & Risk
- 41.2.1. Lead the development, approval and scrutiny of the Union's annual budgeting round and associated management account reporting.
- 41.2.2. Oversee and ratify the allocation process of grant funding for student groups.
- 41.2.3. Lead the development, approval and scrutiny of the Union's strategic risk register and associated policies and procedures.
- 41.2.4. Receive the annual audit findings report (AFR) and College's internal audit report (IFR) and provide scrutiny over appropriate actions.
- 41.2.5. Undertake detailed scrutiny of significant expenditure and contract items.
- 41.3. Governance & Membership
- 41.3.1. Approve the Union's election rules and regulations and recommend the appointment of an External Returning Officer to the Board.
- 41.3.2. Lead the development, approval and operation of the Union's various membership disciplinary policies and procedures.

**Delegation of day-to-day management powers to Union President and Managing Director**

42. The Union President shall be the Chief Executive of the Union.
43. The Union President will manage the Managing Director with the support of the Chair of the Board.

44. In the case of delegation of the day-to-day management of the Union to the Managing Director;
- 44.1. the delegated power shall be to manage the Union by implementing the policy and strategy adopted by and within a budget approved by the Board of Trustees and if applicable to advise the Board of Trustees in relation to such policy, strategy and budget;
  - 44.2. the Board of Trustees shall provide the Managing Director with a description of their role and the extent of their authority;
  - 44.3. the Managing Director shall report regularly to the Board of Trustees on the activities undertaken in managing the Union and provide them regularly with management accounts sufficient to explain the financial position of the Union; and
  - 44.4. the Board of Trustees shall provide the Managing Director with a performance management structure to aid their work plan and development.

### **Bank Account**

45. For the avoidance of doubt, the Board of Trustees may (in accordance with Clauses 38 and 39) delegate all financial matters to any committee provided that such committee shall include at least one Trustee. The Board of Trustees may empower such committee to resolve upon the operation of any bank account according to such mandate as it shall think fit provided that the signature of at least one Trustee shall be required for expenditure above a certain amount as set out in Board of Trustee Policy.

### **Financial Procedures**

46. The Union and all constituent parts thereof, its Members and Associate Members and all groups thereof, must abide by the Union's Financial Procedures, which are to be approved annually by the Board of Trustees and the Director of Finance of Imperial College London.

### **Irregularities**

47. The proceedings at any meeting or the passing of a written resolution or the making of any decision shall not be invalidated by reason of any accidental informality or irregularity (including any accidental omission to give or any non-receipt of notice) or by reason of any business being considered which is not specified in the notice.

### **Minutes**

48. The Board of Trustees shall keep minutes of:
- 48.1. all proceedings at general meetings of the Union and of meetings of the Board of Trustees, and of committees of the Board of Trustees, including the names of the Trustees present at each such meeting; and

- 48.2. all resolutions of the Members and of the Board of Trustees
  - 48.3. and any such minute, if signed by the chair of the meeting at the next succeeding meeting, after approval by the succeeding meeting, shall, as against any Member or Trustee of the Union, be sufficient evidence of the proceedings or the resolution.
49. The minutes and papers of the meetings referred to in Clause 48 shall normally be considered open and shall be available to the Members on the Union's website, except where those minutes relate to any reserved or confidential matters, including without limitation staff-related or disciplinary matters.

### **Accounts and Reports**

50. The Board of Trustees shall comply with the requirements of the Education Act and the Charities Act 1993 as to keeping financial records, the audit or examinations of accounts.
51. The Members of the Union have the right to ask the Board of Trustees questions in writing about the content of any documents referred to in Clause 50.

### **Notices**

52. Subject to Clause 48, any notice to be given to or by any person pursuant to these Bye-Laws shall be in writing except that a notice calling a meeting of the Trustees need not be in writing.
53. The Union may give any notice to a Member either:
- 53.1. personally;
  - 53.2. by sending it by post in a prepaid envelope addressed to the Member at their address;
  - 53.3. by leaving it at the address of the Member held on record;
  - 53.4. by electronic communication to the Member's address; or
  - 53.5. by posting it on the Union's website.
54. A Member present at any meeting of the Union shall be deemed to have received notice of the meeting and, where requisite, of the purpose for which it was called.
55. Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted or, in the case of a notice contained in an electronic communication, at the expiration of 48 hours after the time it was sent or in the case of a notice posted on the Union's website at the expiration of 48 hours after it was posted.

## **Indemnity**

56. Without prejudice to any indemnity to which a Trustee may otherwise be entitled, every Trustee shall and every other officer or auditor of the Union may be indemnified out of the assets of the Union against any liability incurred by them in defending any proceedings, whether civil or criminal, in which judgment is given in their favour or in which they are acquitted or in connection with any application in which relief is granted to them by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Union, and against all costs, charges, losses, expenses or liabilities incurred by them in the execution and discharge of their duties or in relation thereto.

## **Trustees' Indemnity Insurance**

57. The Board of Trustees shall have power to resolve pursuant to the Constitution to effect Trustees' indemnity insurance, despite their interest in such policy.

## **Proceedings of the Board of Trustees**

58. Subject to the provisions of the Constitution and these Bye-Laws, the Board of Trustees may regulate their proceedings as they see fit.

## **Board of Trustees meetings**

59. The Board of Trustees shall hold a minimum of four meetings in any Academic Year.
60. Two Trustees may, and the Union President at the request of two Trustees shall, call a meeting of the Board of Trustees.
61. Guests or observers can attend meetings of the Board of Trustees at the discretion of the Chair.

## **Length of notice**

62. A meeting of the Board of Trustees shall be called by at least 5 clear College days notice unless either:
  - 62.1. all the Trustees agree to shorter notice; or
  - 62.2. urgent circumstances require shorter notice.

## **Contents of notice**

63. Every notice calling a meeting of the Board of Trustees shall specify the place, day and time of the meeting and the general particulars of all business to be considered at such meeting.

## **Service of notice**

64. Notice of Board of Trustees meetings shall be sent to each Trustee by post or by electronic communication.

## **Quorum**

65. The quorum for meetings of the Board of Trustees shall be 50% of its membership and such quorum must include at least two Officer Trustees, at least two Student Trustees and either two External Trustees or both the Alumni Trustee and an External Trustee.

- 65.1. Where the resolution or issue under discussion concerns a matter in respect of which some or all of the Trustees have a conflict of interest, the quorum shall be eight.

## **Decision making by the Board of Trustees**

66. Questions arising at a meeting shall be decided by a majority of votes. In the case of an equality of votes, the Chair shall be entitled to a casting vote in addition to any other vote they may have.

## **Virtual meetings**

67. A Board of Trustees may be held by telephone or by televisual or other electronic or virtual means agreed by resolution of the Trustees in which all participants may communicate simultaneously with all other participants.

## **Board of Trustees decisions without a meeting**

68. The Board of Trustees may take a unanimous decision without a Trustees' meeting by indicating to each other by any means, including without limitation by electronic communication, that they share a common view on a matter. Such a decision may, but need not, take the form of a resolution in writing, copies of which have been signed by each Trustee or to which each Trustee has otherwise indicated agreement in writing.
69. A Trustees' resolution which is made in accordance with Clause 68 shall be as valid and effectual as if it had been passed at a meeting of the Board of Trustees duly convened and held, provided the following conditions are complied with:
- 69.1. approval from each Trustee must be received by the Clerk to the Board;
- 69.2. following receipt of response from all of the Trustees, the Clerk to the Board shall communicate to the Board of Trustees by any means whether the resolution has been formally approved by the Trustees in accordance with this Clause;
- 69.3. the date of the decision shall be the date of the communication from the Clerk to the Board confirming formal approval; and

69.4. the Clerk to the Board prepares a minute of the decision in accordance with Clause 48.

### **Conflicts of Interest**

70. Whenever a matter is to be discussed at a meeting or decided in accordance with Clause 66 and a Trustee has a Personal Interest in respect of that matter then they must:
- 70.1. declare their interest to the Board of Trustees;
  - 70.2. remain only for such part of the meeting as in the view of the other Trustees is necessary to inform the debate;
  - 70.3. not be counted in the quorum for that part of the meeting (or decision-making process); and
  - 70.4. withdraw during the vote and have no vote on the matter.
71. If any question arises as to whether a Trustee has a Personal Interest, the question shall be decided by a majority decision of the other Trustees.
72. In particular, Clause 70 shall apply to any matter that may directly or indirectly relate to the position of an Officer Trustee who is or is to be remunerated as an employee by the Union.

## **C. Meetings**

1. These Bye-Laws shall apply to Meetings of the Union and all of its constituent parts except the Board of Trustees.
2. The Officer Trustees shall be members of all Meetings of the Union and its constituent parts, ex-officio.
3. A Meeting may only have Members of the Union as voting members of the Meeting.
4. All Committees' standing orders and Constituent Unions' constitutions must include any standard clauses determined by the Board of Trustees.
5. Voting shall normally be by the show of hands, unless the relevant procedural motion is passed. Voting Cards may be issued to members.
6. Multiple Choice votes will be conducted via the STV procedure outlined in the elections and referenda Bye-Laws.
7. Quorum for Meetings that have decision making powers shall be 50%+1 of voting members.

8. A Quorum check must take place at the start of each meeting with decision making powers.
9. If the meeting is found to be inquorate, the Chair of the Meeting may at their discretion dissolve the meeting.
10. Any decisions made whilst a Meeting is inquorate must be ratified by the next quorate Meeting, or, via an electronic vote before the next meeting.
11. In the case of a Meeting of the Union Council or one of its sub-committees, no decisions that require a two-thirds majority can be ratified via an electronic vote.
12. Decisions taken to an electronic vote must, for the avoidance of doubt, attain quorum and must be passed by at least a simple majority.
13. Accurate records of a Meeting must be kept by a nominee of the Chair.
14. In the case of a Meeting of Council or one of its sub-committees, minutes of a meeting should be published by the Union for all Members to see
  - 14.1. Minutes of a censure of motion of no confidence will be kept however only the outcome of a censure or no confidence motion will be published.
15. Meetings scheduled for more than 1 hour require a break every hour.
16. If in-person meetings of Council and its subcommittees are not possible due to extraordinary circumstances, they may be held by virtual means, in which all participants may communicate simultaneously with all other participants. In virtual Council meetings that meet these requirements, voting is not considered an 'electronic vote'.

### **General Meetings**

16. The Trustees or President may call a general meeting at any time. The Trustees shall call a general meeting on receiving a requisition to that effect, signed by at least 200 Members having the right to attend and vote at general meetings.

### **Location of Meetings**

17. General meetings may be carried out at one single venue or simultaneously with a video, audio or other real-time link between all of the venues. At the start of such meetings, each venue must indicate by majority vote that they are satisfied with the meeting set-up and technology.

### **Length of Notice**

18. A general meeting shall be called by at least 10 clear College days' written notice.

### **Contents of Notice**



19. Every notice calling a general meeting shall specify the place, day and time of the meeting and the general nature of the business to be transacted.
20. Notice of general meetings shall be given to every Member and to the Trustees of the Union.

### **Quorum**

21. No business shall be transacted at any general meeting unless a quorum is present. 200 persons entitled to vote upon the business to be transacted, each being a Member (but excluding Trustees), shall be a quorum.
22. If such a quorum is not present within half an hour from the time appointed for the meeting, the meeting shall stand adjourned to the same day in the next week at the same time and place or to such other day, time and place as the Trustees may determine.

### **Chair**

23. The chair of Union Council shall preside as chair of the meeting. In the absence of the chair of Union Council, the Members present and entitled to vote shall choose one of their number, other than the Officer Trustees, to be chair.

### **Attendance**

24. A Trustee may, even if not a Member, attend and speak at any general meeting.

### **Adjournment**

25. The chair may, with the consent of a meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place, but no business shall be transacted at an adjourned meeting other than business which might properly have been transacted at the meeting had the adjournment not taken place. When a meeting is adjourned for 10 clear College days or more, at least 5 clear College days' notice shall be given specifying the time and place of the adjourned meeting and the general nature of the business to be transacted. Otherwise it shall not be necessary to give any such notice.

### **Votes of Members at General Meetings**

26. Every Member has the right to attend general meetings and the right to vote. A resolution put to the vote of a general meeting shall be decided on a show of hands, and every Member shall have one vote.
27. Every resolution put to the vote of a general meeting shall be decided by a simple majority of the votes cast unless these Bye-Laws provides otherwise.

## **D. Policy**

1. Union Council, General Meetings, and Referenda have the power to create, amend, and annul Union Policy.
2. Policy can be overruled by a body of higher status, whereby the Board of Trustees is the highest body.
3. Policy cannot be passed if it contravenes an existing policy made by a higher Union body.
4. Amendments to this Constitution and Bye-Laws are not classed as policy and serve until amended in accordance with the Constitution.
5. Union Policy, as set by Union Council and its subcommittees, General Meetings or Referenda will be valid for three academic years, and after this time will automatically 'lapse'.
6. The Council Chair will inform Union Council of upcoming lapses of policy in the first and second Council meeting of the year, and give the option of renewing the policy.
7. Renewals or Amendments must follow a debate, held in the normal manner.
8. The Union will publish a record of active policy.

## E. Referenda

1. A Referendum may be called on any issue by:
  - 1.1. a resolution of the Trustees;
  - 1.2. The Union President,
  - 1.3. a vote of the Union Council; or
  - 1.4. a petition signed by at least 10% of Members
2. Subject to Clause **Error! Reference source not found.**, a resolution may only be passed by Referendum if at least 10% of Members cast a vote in the Referendum and a majority of the votes cast are in favour of the resolution.
3. Referenda shall be conducted in accordance with the Constitution and the Bye-Laws.
4. Subject to Clause 35 (Powers of the Board of Trustees), the Members may set Policy by Referenda. Policy set by Referenda will overturn Policy set either by the Members in general meeting or by the Union Council.

## F. Officers of the Union

1. The Officers of the Union shall be the:

- 1.1. Officer Trustees:
  - 1.1.1. President,
  - 1.1.2. Deputy President (Clubs & Societies),
  - 1.1.3. Deputy President (Education),
  - 1.1.4. Deputy President (Finance & Services),
  - 1.1.5. Deputy President (Welfare),
- 1.2. Council Chair,
- 1.3. Constituent Union Presidents
- 1.4. Constituent Union Welfare Officers
- 1.5. Constituent Union Academic Affairs Officers
- 1.6. Management Group Chairs
- 1.7. Union Liberation & Community Officers
- 1.8. The Felix Editor

### **Register of Interests**

2. A Register of Interests shall be kept for Trustees, Officers of the Union and any other person at the discretion of the Board of Trustees or Union Council.
3. The Register shall be available to all Members and Trustees.
4. The Register shall contain
  - 4.1. any current part-time external employment,
  - 4.2. directorships and direct shareholdings,
  - 4.3. the Officer's department/division and year
  - 4.4. gifts, hospitality, and free or discounted tickets received in connection with Union business,
  - 4.5. sponsorship by any firm in connection with a course of study or Union business,
  - 4.6. positions of office held within the Union or any constituent part,
5. The Register shall contain any matter not falling in the above categories which could provide information of any pecuniary interest or other material benefit which an Officer receives which might reasonably be thought by others to influence his or her actions, speeches, or votes in committees, or actions taken

in his or her capacity as an Officer.

6. Union Officers shall be required to sign the Register as an accurate record of their interests as a requirement of taking office.
7. The Register shall be kept and maintained by the President, who shall be responsible for notifying Officers of the responsibilities and requiring Officers to register.

## **Job Descriptions for the Officer Trustees**

8. All Officer Trustees shall;
  - 8.1. Act as a Trustee ex-officio,
  - 8.2. Fulfil all Presidential and constitutional responsibilities,
  - 8.3. Execute and develop policy and further the aims and objectives of the Union,
  - 8.4. Ensure that all members of the Union are equally represented,
  - 8.5. Chair relevant Union Committees,
  - 8.6. Liaise with Union and College staff as appropriate,
  - 8.7. Represent the Union on external committees as appropriate,
  - 8.8. Report to Union committees as appropriate,
  - 8.9. Establish extra duties with the President where appropriate,
  - 8.10. Coordinate the work of the non-Trustee officers of the Union,
  - 8.11. Deliver the Union's strategic aims and uphold the Union's values,
  - 8.12. Ensure that the Union provides relevant and sustainable events and services that meet the demands of its members,
  - 8.13. Campaign where appropriate on issues relevant to the membership.

## **President**

9. The President shall;
  - 9.1. Be the chief executive officer of the Union,
  - 9.2. Be the ultimate representative of the Union,
  - 9.3. Be ultimately responsible for the whole Union, its Constituent parts, and its activities and governance,
  - 9.4. Be ultimately responsible for the finances of the Union,
  - 9.5. Be ultimately responsible for staffing and discipline issues,
  - 9.6. Be responsible for the Union's marketing and communications to the membership, College and external organisations,

- 9.7. Be responsible for constitutional development and preliminary interpretation,
- 9.8. Ensure the adherence to the Complaints and Discipline procedures set out in Section G of the Bye-Laws,
- 9.9. Be responsible for the Managing Director,
- 9.10. Be the manager of the other Officer Trustees in their role as employees and coordinate their work and that of the non-sabbatical Officers of the Union,
- 9.11. Delegate the duties and responsibilities of Officers in the case of vacancies or if any Officer is unable to carry out their duties.

### **Deputy President (Clubs & Societies)**

- 10. The Deputy President (Clubs & Societies) shall:
  - 10.1. Take on Presidential duties as appropriate,
  - 10.2. Be jointly responsible with Deputy President (Finance & Services) for the training, support and recognition of Clubs, Societies & Projects (CSP) volunteers, in conjunction with the relevant Union committees,
  - 10.3. Liaise with Union staff to ensure that appropriate support is being given to all Clubs, Societies & Projects,
  - 10.4. Be responsible for reporting student opinion on and needs of CSPs to the College and external bodies, suggesting areas for development and enhancing the student experience and provision for students, in conjunction with the relevant Union committees and staff,
  - 10.5. Be jointly responsible with Deputy President (Finance & Services) for overseeing support on financial matters to Clubs, Societies & Projects,
  - 10.6. Be responsible for overseeing the effective organisation of Freshers' Fair.

### **Deputy President (Education)**

- 11. The Deputy President (Education) shall:
  - 11.1. Take on Presidential duties as appropriate,
  - 11.2. Be responsible for reporting student opinion on academic affairs to the College, suggesting areas for development and enhancing the student

experience and provision for students, in conjunction with the relevant Union committees,

- 11.3. Be responsible for the training, support and recognition of a Representation Network for the Academic Representatives of the Constituent Unions, in conjunction with the relevant Union committees and staff,
- 11.4. Liaise with the Constituent Unions on all academic matters concerning students,
- 11.5. Support student and staff led educational innovation within the College.

### **Deputy President (Finance & Services)**

12. The Deputy President (Finance & Services) shall:

- 12.1. Take on Presidential duties as appropriate,
- 12.2. Be responsible for reporting students' interests on health and safety to the College and external bodies, suggesting areas for development, in conjunction with the relevant Union committees and staff,
- 12.3. Be jointly responsible with Deputy President (Clubs & Societies) for the training, support and recognition of Clubs, Societies & Projects (CSPs) volunteers, in conjunction with the relevant Union committees and staff,
- 12.4. Be jointly responsible with Deputy President (Clubs & Societies) for overseeing support on financial matters to Clubs, Societies & Projects,
- 12.5. Be responsible for reporting students' interests on financial procedures that impact students, suggesting areas for development, in conjunction with the Finance & Risk sub-committee of the Board of Trustees, where the Deputy President (Finance & Services) will be a member,
- 12.6. Be responsible for ensuring students' interests are accounted for in the delivery of the Union services provided at all campuses, including but not limited to conferencing, retail and licensed trade services,
- 12.7. Be responsible for the sponsorship of the Union,
- 12.8. Be responsible for ensuring students' interests are considered in the training, support and recognition of all student staff, in conjunction with the relevant Union committees and staff,

- 12.9. Be responsible for ensuring students' interests are the key driving factor behind Union events, in conjunction with the relevant Union committees, volunteers and staff,
- 12.10. Be responsible for reporting students' interests on matters of sustainability – environmental, financial, and social – to both the College and the Union, suggesting areas for development, in conjunction with the relevant Union committees, volunteers and staff.

### **Deputy President (Welfare)**

13. The Deputy President (Welfare) shall:
  - 13.1. Take on Presidential duties as appropriate,
  - 13.2. Be responsible for reporting student opinion on liberation and welfare issues to the College and external bodies, suggesting areas for development and enhancing the support provision for students, in conjunction with the relevant Union committees,
  - 13.3. Be responsible for representing the welfare needs of all students, especially minority or underrepresented groups to the College,
  - 13.4. Be responsible for the training, support and recognition of a Representation Network for the Wellbeing Representatives of the Constituent Unions, in conjunction with the relevant Union committees and staff,
  - 13.5. Be responsible for overseeing the support to student led campaigns.

## **Job Descriptions for other Union Officers**

### **The Council Chair**

14. The Council Chair shall:
  - 14.1. Act as a Trustee ex-officio,
  - 14.2. Chair Union Council and other relevant Union committees,
  - 14.3. Uphold the Constitution and Bye-Laws in Union Council,
  - 14.4. Be independent and impartial in all proceedings and duties as Council Chair,
  - 14.5. Carry out such duties and responsibilities as may, from time to time, be laid down by the Union Council.

## **The Management Group Chairs**

15. The Management Group Chairs shall fulfil their duties as set out in their respective Standing Orders.

## **The Union Liberation & Community Officers**

16. The Union Liberation & Community Officers shall be responsible to the President, through the Deputy President (Welfare) for representing the welfare interests of the members that affiliate with their remit,

17. The Liberation & Community Officers shall also:

17.1. Be the welfare representative to the Union and the College for the students that affiliate with their remit,

17.2. Co-ordinate the campaigns within their remit, taking into account the involvement of students based at non-South Kensington campuses and adjusting plans accordingly.

17.3. Carry out such duties as may, from time to time, be laid down by the Union Council or the Community & Welfare Board.

## **The Felix Editor**

18. *Felix* is the newspaper of the Imperial College student body. Its role is to inform, entertain, and hold the College and the Union to account.

19. The *Felix* editor shall:

19.1. Be ultimately responsible for all matters pertaining to the operation and publication of *Felix*, both online and in print.

19.2. Provide training and support to members of the *Felix* society.

19.3. Endeavour to ensure standards of good journalism are upheld.

19.4. Maintain and upkeep the *Felix* archive which they shall make accessible to students and the public.

19.5. Be responsible, with the assistance of the *Felix* society committee, for the social maintenance and health of the *Felix* society.

19.6. Be financially responsible for the *Felix* society.

19.7. Provide a termly report of their activities to the Union Council.

## **G. Complaints**

1. This bye-law exists to provide a clear and transparent set of procedures for the Union's dealings of complaints made to the Union regarding the Union.



2. The Union shall provide a complaints form on the official Union website to raise complaints against the Union.
3. Any member, associate member, or visiting user of the Union's services can make a complaint if they:
  - 3.1. Are dissatisfied in their dealings with the Union outside of the electoral process,
  - 3.2. Claim that they have been unfairly disadvantaged by reason of having exercised their right not to be a member of the Union, or
  - 3.3. Are dissatisfied with the conduct or performance of the Union
4. Complaints against any individuals are not provided for by these procedures, but are instead provided for in the Disciplinary Procedures bye-law.
5. There are three stages in the Union complaints procedure:
  - 5.1. Stage one – Local Resolution
  - 5.2. Stage two – Formal Stage
  - 5.3. Stage three – Appeal

## **Stage One – Local Resolution**

6. A complaint should be resolved in stage one where the nature of the complaint is minor and/or pertains to a specific area of the Union. Such complaints are informal but should be logged on the Union's complaints system for reporting purposes.
7. The first step is for a member to raise a complaint, either by email or face to-face to with relevant staff in the department or service concerned.
8. Complaints at the local level should normally be provided with a response within 10 college days to report how the issue has been considered or to advise the member of how it will be resolved.
9. Where the local resolution stage has been completed and a member remains dissatisfied with the outcome, they can escalate their complaint to Stage 2.

## **Stage Two – Formal Stage**

10. If the complaint has not been resolved to the satisfaction of the complainant through the local stage, the complaint is of a serious enough nature, or if an individual wishes to raise a substantial complaint, a formal complaint should be submitted through the official complaints form within 10 college days following the outcome from stage one (if the issue was originally considered in stage one).
11. The individual will be required to provide details of the nature of their complaint on the formal complaint form, along with supporting documentary evidence. The complainant should also specify their desired outcome from this procedure.

12. Upon receipt of a formal complaint, an initial evaluation will be undertaken by the Complaints Officer, who shall be an appointed member of Union staff, to check that the complaint has been submitted under the correct procedures and within the deadline.
13. If the complaint has been submitted directly to the formal stage and it is considered that it could be reviewed at the local stage first, it will be referred to the complainant for this to be done. If the Union Complaints Officer or nominee does not consider that it is appropriate for the matter to be dealt with under the Union Complaints procedure, the complainant will be informed accordingly.
14. The Union will respond to the complainant within 10 days of receipt of the formal complaint.
15. Complaints received after the deadline will normally be rejected and the complainant advised accordingly. However, the Union may choose to investigate a complaint submitted after the deadline where the complainant is able to demonstrate valid reasons for being unable to submit the complaint within the appropriate timeframes.
16. The Union Governance and Membership Committee will annually appoint complaint handlers one (or more) of whom will be specified as the responsible authority to deal with the complaint, depending on its nature and origin. Complaint handlers must be Union staff members or Officer Trustees. The specified complaint handler must not be a person against whom the complaint is made.
17. If the complaint is regarding the Managing Director, the Chair of the Board will nominate a responsible authority for dealing with the complaint.
18. The responsible authority considering the complaint may conduct an investigation themselves or appoint another member of staff to investigate the complaint.
19. The responsible authority or their nominee will conduct a review of the supporting evidence provided by the complainant and may talk to the key people involved and collate additional items of evidence.
20. A report will be produced which outlines the process followed, the evidence considered, the conclusions drawn and any recommendations which emerge from the investigation. Appended to the report will be the evidence that has been considered in coming to the decision regarding the complaint.

### **Stage Three – Appeal**

21. If the complainant is dissatisfied with the outcome from the formal stage (Stage 2), they can request an appeal by writing formally to the Managing Director within 10 college days of receipt of the outcome of Stage 2.
22. The appeal can be made on the following grounds:
  - 22.1. That there is new material supporting evidence which, for valid reasons, the complainant was unable to provide during the formal stage of the

complaint;

- 22.2. That there has been material procedural irregularity in the conduct of the complaints procedure;
  - 22.3. That the outcome of the formal stage was unreasonable.
23. The complainant must include details of why they remain dissatisfied and what resolution they are seeking and should include any relevant evidence which they wish to be taken into consideration in their request for a review.
  24. The Managing Director (or nominee) will evaluate the request for the review to ensure that it falls within the grounds for review set out in this procedure and inform the complainant of this review within 5 college days of receipt of the appeal.
  25. If the decision is to proceed with the review, the Managing Director (or nominee) will establish a Panel to meet the complainant, any individuals named in the complaint, and the responsible authority before concluding the review of the complaint.
  26. The Panel will be drawn from a designated list of Complaints Appeal Members. The panel will comprise at least one Officer Trustee of the Union and one Senior Staff Member. The Complaints Appeal Panel composition will be decided by the Governance and Membership Committee Chair.
  27. No member of the Complaints Appeal Panel can have been involved in any previous stages of the complaint.
  28. A record should be kept of any such meetings. A complainant may be accompanied for moral support by either; a full member of the Union, or a current member of staff at the College. Complainants may not be accompanied by a solicitor or barrister acting in a professional capacity. In addition the member may be accompanied by a support, e.g. a sign language communicator, note taker or interpreter.
  29. The Managing Director (or nominee) will normally provide a final written response to the complainant within 25 college days following receipt of the request for appeal. This response will give a clear explanation of their findings and, where there were proven grounds for review, an indication of how and when any remedy will be implemented.

## **H. Discipline**

1. This bye-law shall apply to all Members and Associate Members except:
  - 1.1. Trustees of the Union, acting in their capacity as a Trustee, shall be dealt with in accordance to bye-law B (Trustees). Complaints should be directed to the Chair of the Board of Trustees, or the President in the case of the Chair of the Board of Trustees.
  - 1.2. Members of the College staff who are also registered students of the College shall be dealt with under the relevant College disciplinary procedure for staff, and not this policy. The Managing Director may exclude such individuals from

Union premises and facilities pending College disciplinary action and shall inform their head of department if so doing.

- 1.3. Permanent Union staff shall be disciplined within the provisions of Imperial College HR policy and their contractual agreement. The Managing Director is responsible through the President to the Board of Trustees for staff discipline in the Union. The President and the Board of Trustees Chair are responsible to the Board of Trustees for the discipline of the Managing Director.
2. Outside of the electoral process, the Union may only discipline individual Members and Associate Members within the provisions of these bye-laws.
3. The Disciplinary Procedure does not provide for disciplinary action against Clubs, Societies & Projects. Disciplinary procedures related to Clubs, Societies & Projects are detailed in separate policies.
4. For matters related to the Union's licenced premises:
  - 4.1. The Designated Premises Supervisor (DPS) for the Union's licenced premises, or their appointed nominee, has the right to take whatever reasonable action necessary to uphold the Union's licence within the premises. This includes the right to warn or ban – temporarily or permanently – anyone from the Union's licenced premises.
  - 4.2. Any warning or ban from the DPS, or their appointed nominee, is separate from summary punishment and, therefore, cannot be appealed within the provisions of these bye-laws. Appeals should be made directly to the DPS.
  - 4.3. Members receiving summary punishment from the DPS may also be subject to disciplinary action within these bye-laws if there is a suspected breach of the Union's Code of Conduct. This may be instigated through or complaint against the member or the DPS may choose to refer a member for disciplinary action if they deem it necessary.
5. For disciplinary matters regarding severe misconduct, for example assault or sexual misconduct, or other matters that may be investigated by the police, the Union may instead refer the matter directly to the College Registry.
6. The Union shall provide a complaints form on the official Union website which members should use to raise allegations of misconduct of other members or associate members. A member who uses this form to raise a complaint shall be referred to as the 'reporting party', and those they have raised a complaint about the 'responding party'.
7. A case for disciplinary action shall exist if a Member or Associate Member is alleged to have breached the Union's Code of Conduct Bye Law.
8. Examples of misconduct pertaining to breaches of the Code of Conduct may be deemed to be either minor or major depending on the individual circumstances of the case. This will determine the application of the disciplinary procedure to the individual case.

9. Cases will be dealt with by a Union nominee, hereby referred to as the 'investigating officer', who shall be a member of the Union's Governance and Membership Committee.
10. The investigating officer shall make an initial judgement to proceed as either:
  - 10.1. No action needed
  - 10.2. Level 1 – Summary punishment
  - 10.3. Level 2 – Union disciplinary panel
  - 10.4. Level 3 – Referral to the College
11. Where the Union is made aware that the disciplinary matter is being investigated by the College and/or the Police, the Union shall suspend the disciplinary proceedings until the conclusion of a College and/or Police investigation.
12. In cases where a disciplinary matter is being investigated by the Police, the Union shall defer to the College's disciplinary procedures and inform them of such an investigation.
13. In cases of serious misconduct, where there is a safeguarding concern or there is police involvement, the Union Governance and Membership Committee can suspend member(s) concerned from all Union activities and spaces pending the conclusion of investigations.
14. The investigating officer shall inform the reporting party of any safeguarding measures that is directly necessary for them to know, within the bounds of confidentiality. This should be done as soon as possible after a decision to take a safeguarding measure is made, usually before the responding party is informed where possible and appropriate.
15. At the request of the College, the Union Governance and Membership Committee shall consider suspending members from all Union activities and venues pending the outcome of a College disciplinary investigation.

## **Level 1 - Summary Punishment**

16. Cases dealt with under the summary procedures shall normally be investigated by the investigating officer, or appropriate appointed nominee, who shall consider the original complaint and supporting evidence provided to them by the Complaints Officer.
17. In all cases dealt with under the Summary Procedures, the responding party must be provided with a written statement of the allegations being made against them, and then with an opportunity to respond to the allegation and state their case prior to any decision being reached.
18. The investigating officer shall normally conduct an interview with the responding party and, where appropriate, the reporting party; a full record of the discussions must be made, and those being interviewed given a chance to confirm they are an

accurate reflection of the discussions. The investigating officer may also interview or collect written statements from witnesses named by either responding or reporting parties.

19. The investigating officer shall consider all the evidence at hand and reach a decision of summary punishment. The reporting party should be informed of the outcome in writing within five college days of the decision, and of their right to appeal against the decision.
20. Where a member or associate member has been investigated on previous occasions and has received more than one penalty under the Summary Procedures, the investigating officer may decide that any further allegations of misconduct will be considered by a Union disciplinary panel.

## **Level 2 - Union Disciplinary Panel**

21. In the circumstance that the investigating officer decides a Union disciplinary panel is appropriate, either because a member has requested it or the matter in question is deemed to warrant an investigation, they will convene a disciplinary panel.
22. The panel will be drawn from a designated list of disciplinary panel members. The panel will comprise members of the Union's Board of Trustees, including at least one Officer Trustee, one student trustee, and one external trustee who will act as Chair.
23. The designated Disciplinary Panel members will be reviewed annually by the Union's Governance and Membership Committee.
24. No person who is part to or is a potential witness at a hearing before the panel shall be a member of the panel.
25. The Union Complaints Officer will be appointed clerk to the panel.
26. The responding party will be written to giving 10 college days' notice of the date, time and location of the hearing and be invited to submit any further documentation they wish to be considered within 5 college days.
27. The responding party may be accompanied for moral support by either a full member of the Union, an advisor from the Union or a current member of staff at the College. With agreement from the Chair of the Panel, this individual may speak on behalf of the responding party. Individuals may not be accompanied by a solicitor or barrister acting in a professional capacity. In addition, the member may be accompanied by a support, e.g. a sign language communicator, note taker or interpreter.
28. If the responding party is expected at the disciplinary hearing and fails to attend without good cause, the panel will normally continue with the hearing (providing it is satisfied that the member has been properly informed about the arrangements). If the hearing continues, anyone whom the member has chosen to accompany them shall remain for the hearing.

29. The proceedings of the panel meeting shall be determined by the Chair, but generally include: a levelling of the charge by the investigating officer, an opening statement by the responding party, questions from the panel to anyone present, and an opportunity for the responding party to provide a closing statement.
30. Once the meeting has adjourned, which shall happen at the discretion of the Chair, all parties apart from the panel members and clerk shall leave at which point the panel shall consider the evidence and reach a decision. The decision shall be to either fully or partially uphold the allegations, or to reject them. The panel may not find there have been other breaches of the code of conduct apart from those that have been alleged and presented by the investigating officer. The panel shall also determine which, if any, penalties are appropriate.
31. Following the panel decision, the responding party shall normally be informed, in writing, of this decision within 5 college days by the Complaints Officer. This correspondence shall include the minutes of the meeting proceedings, the details of the panel decision, details of any penalties, and information about the appeals process.
32. The reporting party shall be informed by the investigating officer, or a relevant supporter, of the completion of the investigation and whether complaints were upheld. They shall not normally be informed of the details of any penalties applied against the responding party unless it is directly necessary for them to know, within the bounds of confidentiality.

### **Level 3 - Referral to the University**

33. The investigating officer shall refer the case to the College at any point if it is deemed that the nature of the action is relevant to the College or a serious enough allegation that requires College intervention.
34. In such cases, the investigating officer shall inform all parties of this decision, explain the reasoning behind it, and refer them to relevant support.

### **Appeals**

35. A member or associate member penalised under the Member Disciplinary Procedure may lodge an appeal only on the grounds of:
  - 35.1. Procedural irregularity in the conduct of the Member Disciplinary procedure, or
  - 35.2. The availability of new evidence which could not reasonably have been expected to be presented prior to the consideration of the allegation and the application of the penalty.
36. An appeal, including a statement of the grounds on which the appeal is being made, must be submitted by the individual concerned to the Union in writing within 10 college days of the date on which the written notification of the decision is sent to the responding party. A request for an appeal received after this time will be considered only where there is a demonstrable valid reason.

37. An initial evaluation of the appeal will be made by the Union President, or nominee, within 5 college days to determine if there are valid grounds for the request for appeal to be considered. If there are no valid grounds, the responding party will be written to and advised that this is the case.
38. Appeals against a Summary Procedure will be considered by one of the Union's designated panel members who has had no previous involvement in the case.
39. Appeals against Union Disciplinary Panel decisions shall be considered by an Appeals Panel. The Appeals Panel will be drawn from a designated list of appeal panel members. The panel will comprise members of the Union's Board of Trustees, including at least one Officer Trustee, one student trustee, and one external trustee who will act as Chair.
40. The designated Appeal Panel members will be reviewed annually by the Union's Governance and Membership Committee.
41. The Union Complaints Officer will be appointed clerk to the panel.
42. The Appeals Panel will not consider the case afresh but shall consider whether the initial hearing and outcome were fair against the stated grounds of the appeal.
43. The Appeals Panel considering an appeal shall have the authority to confirm, set aside, reduce or increase the penalty previously applied, or, if new evidence that is material and substantial has been established through the appeal process, to refer the case back for consideration by a newly constituted Union Disciplinary Panel. The decision of the panel hearing the appeal shall be final and there shall be no further opportunity for appeal against that decision within the Union.

## **Penalties**

44. If the breach of discipline is admitted by the responding party or is found to be proved, on the balance of probabilities, one or more of the following penalties may be imposed.
45. In respect of Summary Action:
  - 45.1. A written reprimand and a warning about future behaviour;
  - 45.2. A requirement upon the member to give an undertaking as to their future good conduct within the Union and College;
  - 45.3. A requirement upon the member to provide a written apology;
  - 45.4. A requirement upon the member to pay for any damage to property they may have caused or to recompense the Union and or College for any loss it may have suffered arising from the member's misconduct;
  - 45.5. A requirement on the member to undertake specified tasks or services for the benefit of the Union up to a maximum of forty hours;
  - 45.6. A revocation of or reduction in financial authority.



46. In respect of a Union Disciplinary Panel, any of the above and the following:
- 46.1. A charge to meet the cost in whole or in part of any funds lost through mismanagement;
  - 46.2. Expulsion or suspension from any part of the Union or its facilities for a fixed period;
  - 46.3. Permanent expulsion from any part of the Union's premises;
  - 46.4. Expulsion or suspension from membership of a club or society;
  - 46.5. Attendance at appropriate training (whether Union or external);
  - 46.6. Revocation of membership of the Union.
47. In cases of interpersonal violence, abuse, and sexual misconduct, that is deemed non-minor following an investigation, the following sanctions must be imposed: dismissal from all elected posts in the Union, permanent exclusion from holding elected roles, participating in all elections as a candidate, and volunteering positions that involve direct interaction with children (e.g. tutoring). These sanctions may only be overturned in the case of a successful appeal following the aforementioned process.

## **I. Motions of Censure and No Confidence**

1. The Union Council may censure or dismiss with a two-thirds voting majority any Member of the Union holding elected office within the jurisdiction of these bye-laws.
2. Motions of censure or no confidence shall be proposed to the Union Council by one of the following people and methods:
  - 2.1. By a Member of the Union, seconded by twenty Members of the Union. The petition shall include the signatures or College identification numbers ("CIDs") and printed names, departments and years of the petitioners,
  - 2.2. By the President, or
  - 2.3. By the Council Chair.
3. All motions of censure or no confidence must:
  - 3.1. Name individual officers or representatives,
  - 3.2. State clearly in writing the grounds of the complaints,
  - 3.3. State the nature and conclusions of any relevant investigations undertaken,

- 3.4. Include details of previous warnings,
- 3.5. Include details of any part of the Constitution, Bye-Laws or Policies alleged to have been breached,
- 3.6. Be presented with its supporting petition to the relevant authority, at least 5 clear College days before Union Council.
4. No motion of censure may lie against a person already censured.
5. Upon receipt of the motion of censure or no confidence the relevant authority will take all reasonable steps to inform the defendant of the grounds of the complaint, the procedures laid out in this document and the date of the meeting.
6. The vote upon the motion and any disputed amendment to it shall be held by secret ballot, and may not be proxied.
7. The motion of censure or no confidence must be approved by a two-thirds majority of those present and voting.
8. A motion of censure or no confidence which has been voted on and rejected may not later be reconsidered by the Union Council.
9. Minutes will be taken for a motion of censure or no confidence but will not be posted on the Union's website.
  - 9.1. Minutes for a motion of censure or no confidence will only be used in regards to an appeal to Board of Trustees. Minutes are to be retained for a minimum of 20 College days once an appeal has concluded.
10. A person dismissed from office by the Union Council by virtue of a motion of no confidence under these Bye-Laws may not be elected to or hold that office again.
11. The Union Council may remove this disqualification.

## **J. Major Elections**

### **Application**

1. These Bye-Laws shall apply for all elections conducted by cross-campus ballot, and for all elections of Officers of the Union other than
  - 1.1. Management Group Chairs and Treasurers.
  - 1.2. Representatives to Council

## **The Returning Officer**

2. The Governance Committee will, at least once per academic year, appoint an appropriately qualified person to act as the Returning Officer, who may not be a current Member of the Union and whose appointment must be ratified by the Board of Trustees.
3. The Returning Officer shall:
  - 3.1. Be the final interpreter of the Major Elections Bye-Laws.
  - 3.2. Appoint (and dismiss if necessary) deputy returning officers and other officials to ensure the good conduct and administration of the elections.
  - 3.3. Oversee the count and declare the results of the elections.
  - 3.4. Set rules, regulations and guidelines other than these election Bye-Laws to govern the conduct of the election.
  - 3.5. Seek legal advice if they believe that statements made or the contents of publicity could leave the Union open to legal action.
  - 3.6. Rule out of order any statement or the content of any publicity which in the Returning Officer's view is in breach of the constitution, the law or any other appropriate rules and guidelines.
  - 3.7. Be empowered to issue warnings to candidates in accordance with these election Bye-Laws and any rules and regulations issued in accordance with the above.
  - 3.8. Be empowered to issue fines to candidates up to a maximum set by the Governance Committee, in accordance with these election Bye-Laws and any rules and regulations issued in accordance with the above.
  - 3.9. Deliver, or ensure the delivery of, appropriate training to all election candidates.
  - 3.10. Make available an information pack to potential candidates for each election outlining relevant rules and procedures.
4. The following powers shall be reserved by the Governance Committee having taken advice from the Returning Officer:
  - 4.1. Disqualifying a candidate,
  - 4.2. Ordering a re-run, and
  - 4.3. Setting aside ballot papers.

## **Complaints**

5. The Returning Officer shall deal with complaints regarding the conduct of

candidates, their supporters and campaigns, and the administration of elections.

6. Complaints regarding the conduct of the Returning Officer shall be referred to the Board of Trustees. The onus is on the complainant to set out such complaints in writing for the Board of Trustees consideration. The Board of Trustees may order a re-run of the whole or part of the election should the complaint be upheld.
  - 6.1. Complaints regarding the conduct of the Returning Officer must be submitted within 10 College days of the close of voting.

### **The Process of Elections**

7. The Returning Officer shall produce an election timetable which shall outline:
  - 7.1. The process for nomination
  - 7.2. Details for the submission of manifestos
  - 7.3. Arrangements for the ballot
8. The Returning Officer shall produce details of the arrangements for balloting and for complaints procedures, and ensure that they are publicised to all Members eligible to stand, and or vote.
9. The election will be conducted in accordance with the rules outlined by the Electoral Reform Society for running elections by the Single Transferable Vote system for elections with more than one position available, and the Alternative Vote system for elections with one position available.
10. The Returning Officer shall ensure that any additional details, or amendments to the arrangements, are publicised to all students in a timely fashion.
11. The Returning Officer shall ensure that all candidates sign a statement of intent that they will take up the position, and that they are satisfied the election has been run fairly before the count.
12. No candidate may challenge the result of the election once the count has been held.

### **Nominations**

13. Nomination forms will be available to all Members eligible to stand.
14. It shall be the responsibility of nominees to ensure that nomination forms are completed accurately and submitted before the deadline.
15. Nomination forms shall require 1 seconder.
16. Any Member of the Union eligible to vote in the election may second a candidate.

17. The Returning Officer shall have the sole responsibility for declaring a submitted nomination form valid.
18. When the Returning Officer is satisfied, all valid nominations shall be confirmed with the candidates and published.

### **Manifestos**

19. Manifestos must be submitted by the date laid down in the election timetable and must comply with any format requirements stipulated by the Returning Officer.
20. The Returning Officer will ensure that manifestos are available to voters at the point of ballot.

### **Campaign Publicity**

21. The Returning Officer will determine the allowance for publicity available to each candidate for each election.
22. The Returning Officer shall stipulate a maximum amount that candidates may spend on their own election campaigns.
23. All candidates in each election shall have an equal publicity allowance.
24. The Returning Officer shall draw up regulations for the conduct of candidates' campaigns. Any breach of these regulations could lead to disqualification from the election.

### **Hustings**

25. The Returning Officer may arrange a hustings for the candidates in an election.
26. Candidates will be informed of the format of any hustings at the initial candidates' meeting.

### **Withdrawal**

27. Any candidate may withdraw from the election at any point by informing the Returning Officer.
28. If a candidate withdraws during the ballot, or after a point at which the ballots cannot be amended, the Returning Officer will ensure that the voters' next preferences are counted in accordance with the principles of the Electoral Reform Society.

### **Voting**

29. The Returning Officer will ensure that all eligible members of the Union can vote.
30. The Returning Officer shall decide the method of voting and publicise it

appropriately.

31. The Voters shall be able to express preferences for as few or as many candidates as they wish subject to the instructions on ballot papers.
32. Ballots shall bear the chosen name of each candidate, and of the position being contested.
33. The order of names on the ballot shall be decided by the drawing of lots or by using an electronic system which ensures the order of names on the ballot is chosen at random.
34. There will be a facility for voting for “Re-Open Nominations”.
  - 34.1. For positions which require more than one candidate to be elected, if Re-Open Nominations receives the most votes, nominations must be re-opened for all positions.
35. Voting shall be by secret ballot.

### **Declaration**

36. Results of the election shall be declared by the Returning Officer when the count for each post has been successfully completed.
37. A list of successful candidates will be published within 1 clear day of the declaration of the results.

### **By-Elections and Co-Options**

38. If any Union Office falls vacant, Governance Committee shall determine if and when a by-election should be called, except the Officer Trustees and elected Student Trustees, in which case the vacancy will be resolved in accordance with the Constitution & Bye-Laws. This timeline should be ratified by the Union Council.

## **K.Minor Elections**

### **Application**

1. These Bye-Laws shall apply for all elections not covered by the Major Elections Bye-Laws.

### **The Returning Officer (RO)**

2. The body holding an election will appoint an appropriately qualified person to act as the Returning Officer, who must be a Member of the Union.

3. The Returning Officer shall:
  - 3.1. Be the initial interpreter of the Minor Elections Bye-Laws and any election regulations
  - 3.2. Be responsible to the President, who shall be the final interpreter should dispute occur.
  - 3.3. Oversee the count and declare the results of the elections.
  - 3.4. Set rules, regulations and guidelines other than these Bye-Laws to govern the conduct of the election.
  - 3.5. Seek legal advice if they believe that statements made or the contents of publicity could leave the Union open to legal action.
  - 3.6. Rule out of order any statement or the content of any publicity which in the RO's view is in breach of the constitution, the law or any other appropriate rules and guidelines.
  - 3.7. Be empowered to issue warnings to candidates
  - 3.8. Be empowered to ask the President to remove candidates from the election at any point in accordance with these election Bye-Laws and any rules and regulations issued in accordance with the above.
  - 3.9. Be empowered to order recounts, or declare election processes null and void.

### **Complaints**

4. The President is the ultimate official means to deal with complaints regarding the conduct of candidates, their supporters and campaigns, and the administration of elections.
5. Complaints regarding the conduct of the Returning Officer shall be referred to the President. The onus is on the complainant to set out such complaints in writing for the President's consideration.
  - 5.1. Complaints regarding the conduct of the Returning Officer must be submitted within 10 College days of the declaration of results.

### **The Process of Elections**

6. The Returning Officer shall produce an election timetable, which shall outline:
  - 6.1. The process for nomination
  - 6.2. Details for the submission of manifestos
  - 6.3. Arrangements for the ballot

7. The Returning Officer shall produce details of the arrangements for balloting and for complaints procedures, and ensure that they are publicised to all Members of the Union who are eligible to vote in the election being held no less than 5 clear College days in advance of the nominations period opening.
8. The election will be conducted in accordance with the rules outlined by the Electoral Reform Society for running elections by the Single Transferable Vote system for elections with more than one position available, and the Alternative Vote system for elections with one position available.
9. The Returning Officer shall ensure that any additional details, or amendments to the arrangements, are publicised to all students in a timely fashion.
10. No candidate may challenge the result of the election once the count has been held.

### **Nominations**

11. Nomination forms will be available to all Members eligible to stand for election, in accordance with the body's constitution or standing orders.
12. It shall be the responsibility of nominees to ensure that nomination forms are completed accurately and submitted before the deadline.
13. The Returning Officer shall have the sole responsibility for declaring a submitted nomination form valid.

### **Manifestos**

14. Manifestos must be submitted by the date laid down in the election timetable and must comply with any format requirements stipulated by the Returning Officer.

### **Campaign Publicity**

15. No allowance will be made available to candidates for publicity.
16. The Returning Officer must stipulate an amount that candidates may also spend on their own election campaigns.
17. All candidates shall have an equal publicity allowance.
18. The Returning Officer shall draw up regulations for the conduct of candidates' campaigns. Any breach of these regulations could lead to disqualification from the election.

### **Withdrawal**

19. Any candidate may withdraw from the election at any point by informing the Returning Officer.



20. If a candidate withdraws during the ballot, or after a point at which the ballots cannot be amended, the Returning Officer will ensure that the voters' next preferences are counted in accordance with the principles of the Electoral Reform Society.

### **Voting**

21. The Returning Officer will ensure that all eligible members of the Union can vote.
22. The Returning Officer shall decide the method of voting and publicise it appropriately.
23. There will be a facility for voting for "Re-Open Nominations".
24. Voting shall be by secret ballot, unless unanimously agreed otherwise.

### **Declaration**

25. Results of the election shall be declared by the Returning Officer when the count for each post has been successfully completed.

### **By-Elections and Co-Options**

26. The President shall determine if and when a minor by-election should be called,
  - 26.1. If appropriate, By-Elections shall be held at an Extraordinary General Meeting and in accordance with these Bye-Laws as though they were ordinary Minor Elections.

Imperial College Union  
Board of Trustees / 29 Sept 2021

People Subcommittee [ad hoc]

Author(s): Dr Tom Flynn (Managing Director)  
Dr Lloyd James (Union President)  
Jill Finney (Chair of Trustees)

Purpose: To approve the Terms of Reference for an ad-hoc People Committee.

**1. Context**

In May 2021 the Board of Trustees approved the new subcommittee structure for the Union (as set out in paper TB/20-21/68). It was agreed that Board should delegate work to a smaller body / group only when the following principles apply:

- i. *Added value*: when doing so is preferable to undertaking the work by the full Board or delegating to key individuals.

This added value should largely be based on one of the follow four principles:

- ii. *Focussed expertise or experience*: in cases where the subject matter requires specific skills or experience to understand and fully engage with the topic being considered.
- iii. *Increased assurance*: in cases where the subject matter requires significant additional time, detail or commitment for assurance to be obtained on behalf of the Board.
- iv. *Increased engagement*: in cases where the involvement of specific key individuals in greater detail or depth (that may or may not be a member of the Board) is beneficial for the organisation.
- v. *Increased agility or speed*: in cases where the Board is required to respond to a specific challenge or deliver a specific piece of work within a compressed timeline.

It was further agreed that Board should establish the following three levels of 'group delegation':

- i. Standing Subcommittees

These are required where there is a substantial business need for the subcommittee, and there is an expectation that it will meet regularly (at least quarterly) over the course of the year. The annual calendar of business will include dates and an indicative agenda.

- ii. Ad hoc Subcommittees

These are required where there is a substantial business need for the subcommittee. However, beyond an annual meeting identified in the annual calendar of business, it will meet only when required for specific business.

- iii. Task & Finish Groups

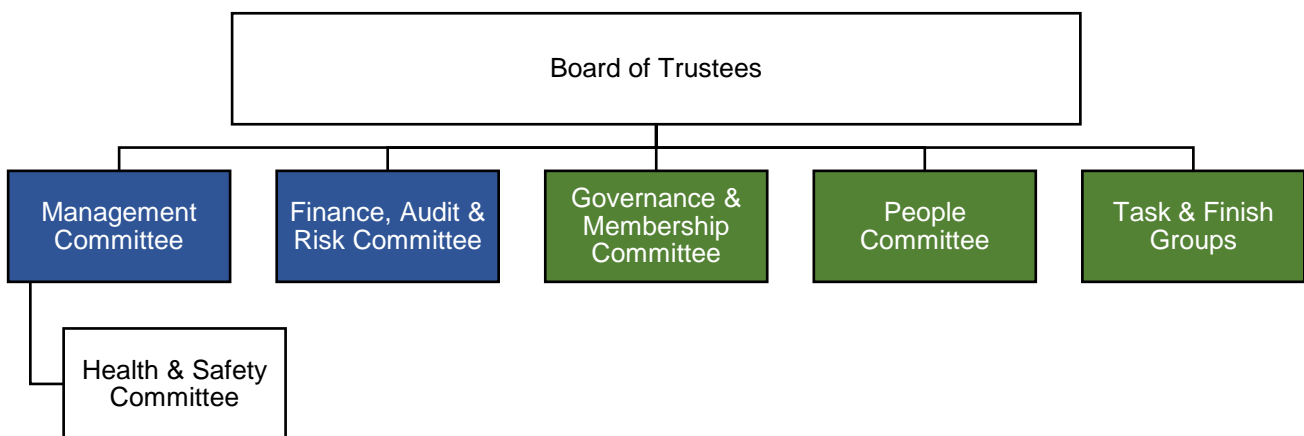
These are required where there is a substantial business need (including responding to a specific critical incident) for a smaller group of Trustees to consider / develop specific projects of areas of work. They should be time limited with a narrowly defined SMART remit.

- iv. Ad hoc Subcommittees

These are required where there is a substantial business need for the subcommittee. However, beyond an annual meeting identified in the annual calendar of business, it will meet only when required for specific business.

During the discussion it was agreed that an additional 'People Committee' could be established as an ad-hoc group to deal with specific, limited matters related to HR. Broader work around our people and culture would be owned by the full Board.

This view was further reinforced during the latest restructure, where there were specific challenges with an individual related to the associated redundancy process.



Keys

- Blue = Standing Committee (meets regularly)
- Green = Ad hoc (meets annually / as required)

**2. Terms of Reference**

Why is it needed?

The committee will add value due to:

- Increased assurance provided for the Board in terms of detailed consideration of complex cases / controversial matters related to HR within the Union.

Principal purpose

The principal purpose of the People Committee is to provide assurance to the full Board regarding complex HR matters, and to consider sensitive proposals before wider discussion and approval.

Specific objectives, activities and powers

Specific objectives and activities of the committee include:

- Scrutinise proposals for redundancies and re-organisations (subject to thresholds set out in the Scheme of Delegation) ahead of Board approval.
- Consider updates on complex HR matters, acting as an assurance function for the Board that relevant policies and procedures are being followed.

Composition of the committee

Chair of Trustees (Chair)

Deputy Chair of Trustees

Union President

Secretary: Managing Director with support from the College's Strategic HR Partner

Lifespan, frequency and reporting

The committee should only meet as needed.

Imperial College Union  
Board of Trustees / 29 Sept 2021

**EDI Strategy Task & Finish Group**

Author(s): Dr Tom Flynn (Managing Director)  
Dr Lloyd James (Union President)  
Nathalie Podder (Deputy President Welfare)

Purpose: To approve the terms of reference for the EDI Strategy Task and Finish Group.

**1. Context**

In May 2021 the Board of Trustees approved our new strategy – Back to Basics, which sets a clear path for the organisation over the next two years. A major piece of work we now need to undertake is to develop and approve an organisation-wide equality, diversity and inclusion (EDI) strategy and action plan. All three concepts sit at the heart of everything we do. Namely:

It is central to our mission: to make a positive impact on the experiences and outcomes of all Imperial College students from all backgrounds.

It is codified in one of our aims: to reduce and challenge inequalities affecting students.

And it is made explicit in one of our values: we are inclusive in everything that we should do.

**2. Terms of Reference**

Why is it needed?

The task and finish group will add value due to:

- i. *Focussed expertise or experience*: we need to draw on the expertise within the Union, but also consult widely with students on key topics.
- ii. *Increased engagement*: we need to ensure key staff and service areas are 'bought into' the work to increase its impact.
- iii. *Increased agility or speed*: there is a defined timeline in order to get the work done by May 2022.

Principal purpose

The principal purpose of the task and finish group is to develop an organisation-wide EDI Strategy & Action Plan for approval by the Board of Trustees in May 2022.

Specific objectives, activities and powers

Specific objectives and activities of the committee include:

- Develop and manage a tender process to engage an external partner to support the development of the project.
- Consider research and findings from a discovery exercise, and to identify key themes for wider consultation and engagement.
- Consider draft objectives, actions and language ahead of wider consideration by the Board.

Composition of the committee

Managing Director (Chair)  
Union President

Deputy President Welfare  
Advice & Representation Manager  
Student Opportunities Manager  
1 x Student Trustee  
1 x External Trustee

Secretary: Managing Director  
Assistant Secretary: Governance & Democracy Officer

Lifespan, frequency and reporting

The committee should exist until the strategy is approved by the Board, who will then take on responsibility for monitoring.

**Imperial College Union  
Board of Trustees / 29 September 2021**

**Annual Health & Safety Report**

- Author(s):** Tom Newman (Director of Membership Services)
- Purpose:** To consider the work of the Students' Union with regards to Health and Safety over the academic year 2020/21, and planned work for academic year 2021/22
- Summary:** This paper provides a brief summary of the key areas covered by the Union, major actions completed over the past year, the changes in governance and the focus for the coming 12 months.

### 1. Introduction

The Union identified several necessary actions with regards to Health and Safety compliance across its operation in the 2020/21 academic year. Work has concentrated on reviewing governance, writing policy, establishing the Operational Health & Safety Committee and addressing immediate areas of concern.

### 2. Completed Actions

The Managing Director identified Health & Safety Policy gaps in August 2020 and produced a policy action plan for the year. As a result, over the course of the 2020/21 academic year the Finance & Risk Committee have reviewed and passed a number of Union Health & Safety Policies. The Union is now systematically implementing policies, the responsibility for this will transfer to the Facilities, Health and Safety Manager when the post holder joins the Union. The Union will work with the College Health & Safety Team to support in the audit and review of Union compliance with policy on an appropriate timeframe. A summary of policies has been provided.

Policy	Status
Fire Safety Policy & Evacuation Procedure	Complete
First Aid at Work Policy & Procedure	Complete
Display Screen Equipment Policy and Procedure	Complete
Accident/Incident Investigation and Reporting Procedure	Complete
Manual Handling Policy	Complete
Verbal & Physical Abuse Policy	Complete
Working at Height Policy	Complete
Lone Working Policy	Complete
Remote Working Policy	Complete
Maintenance of Portable and Transportable Electrical Equipment Policy	Complete
Body Spillage Procedure	Complete
Slips, Trips and Falls Policy	Complete
Noise Exposure Control Policy	Complete
Working Safely in Confined Spaces Policy & Procedure	Complete
Workplace Temperature Policy	Complete

Safeguarding Policy	Complete
Risk Assessment Policy & Procedure	Complete
Control of Substances Hazardous to Health Policy	Complete
Pyrotechnics Policy	Awaiting Approval
Weapons and Firearms Policy	Awaiting Approval

### 3. Operational Health & Safety Committee

A committee was established as a sub-committee of the Union's Management Committee, with the purpose of developing and managing the organisation's Health and Safety policy and strategy.

The principal purpose of the committee is to monitor the health and safety performance of the Union, reviews incidents, provide a forum for obtaining input from representatives, and act as a of liaison with the Imperial College Health & Safety team.

### 4. Terms of Reference Operational Health and Safety Committee

The Operational Health and Safety Committee will meet at least once per term, although additional meetings may be called by the Managing Director, Management Committee, or the Board of Trustees should the need arise.

The Committee will have the following terms of reference:

- To maintain and review the measures necessary to ensure the Health and Safety of Union employees, students and others engaged in legitimate activities on its premises.
- To set and review H&S performance and objectives to improve H&S management and maintain a positive H&S culture.
- To monitor the management processes employed within the Union to mitigate risk, notably the implementation and annual review of risk assessments.
- To monitor and review H&S related incidents, implement investigations and complete corrective action (where appropriate and necessary) in a timely manner not to exceed 6 months.
- To monitor and review the H&S audit and inspection process, both internal and external, and implement recommendations where appropriate.
- To monitor and review the adequacy and implementation of H&S related training, awareness and competency standards.
- To enable complaints and reports from employees to be investigated, remedial action to be implemented, and response provided.
- To submit an annual report to the Board of Trustees summarizing the committee's output and effectiveness.

The Committee will have the following membership:

- Director of Membership Services (Chair)
- Facilities, Health & Safety Manager (Secretary)
- Deputy President Finance & Services
- Deputy President Clubs & Societies
- Director of Finance & Resources
- Student Opportunities & Development Manager
- Venues Operation Manager
- Imperial College London Beit Quad Building Manager



- Imperial College London Health & Safety Team Staff Nominee

## **5. Summary of Incidents**

There have been no RIDDOR reportable incidents over the last 12 months, this is primarily down to the reduced activity due to Government lockdown, COVID-19 regulations and the resulting reduction in student activity.

Reporting of incidents has been improved over the last 12 months, with all incidents reported via the College's SALUS system. Future reports to the Board will include a summary of reported incidents and the Operational Committee will review all incidents and near misses on a routine basis.

## **6. Priorities for the next 12 months**

- i. Completion of all action points and implementation of all Union Health & Safety Policies
- ii. Completion of any outstanding H&S policies and procedures (due Dec 21)
- iii. Implementation of an internal and external H&S inspection and audit process (due Dec 21)
- iv. Ensure appropriate levels of knowledge and training are present within the organisation