

**ICU Trustee Board
General Managers' report**

Induction

At the time of writing I have been in post three weeks and am still spending a large amount of time meeting people and getting to grips with how the Union and College works. I have arranged one-on-one meetings with all Union staff, and have completed more than half of these meetings. I have also met a number of College staff members, including;

- The College Secretary
- Director of Estates
- Director of Commercial Services
- Dean of Students
- Pro-Rector (Education)
- Deputy Director of Commercial Services
- Director of Human Resources

I have had one to one meetings with the Deputy Presidents and the President of the ICMSU.

I would be grateful for the opportunity to meet the members of the Board individually to give you the chance to get to know me and my background, and to give Trustees the opportunity to air any thoughts or concerns that they have.

I have been pleased with the welcome that I have received and am grateful in particular to the senior managers, who have done a fantastic job to keep things going during the interim period.

Reporting on Activity

I have put together the operating plan (included as an Appendix to the paper on Strategy) to ensure that that I have a clear work plan that I can be accountable to, and to ensure that staff members are given clear direction and targets for the year. I intend to report regularly to the Board on progress to this plan.

In addition I have included an update grid (below) to inform the Board and other stakeholders of the key areas I am focusing on. I intend on submitting something along these lines for each Board meeting. I would welcome feedback on both the format and content of the grid and the operating plan.

Joe Cooper
General Manager

November 2011

Financial Performance	Top 5 future risks
<ol style="list-style-type: none"> 1. Summary – last year resulted in a deficit of c.£200k. The budget for the year shows a small surplus but the intention is to beat this. 2. Latest management accounts – Octobers accounts showed a significant positive variance to budget but I am urging a cautious approach to spending nonetheless 3. Current revenue performance - November has been a slower month for trade than October and we expect some of the positive variance to unwind. 4. Financial Reporting - The Finance department have done a fantastic job in preparing the monthly and quarterly accounts. I am starting discussions with the Finance Manager on how we can streamline the process in the future so the accounts can be available sooner 5. Financial Control -The Finance Manual has now been developed. All staff will receive training on the manual and it will be made clear that compliance is expected. 	<ol style="list-style-type: none"> 1. Financial Performance and Control It is essential that we beat our budget this year, and that all the findings from the auditors report are implemented. 2. Lack of performance management The lack of a performance management system has directly impacted the culture of the organisation. It is crucial that this is implement to ensure the organisation can move forwards 3. Health and Safety Management Practice is good in some areas and lacking in others – the lack of a consolidated H&S policy and procedures document and the absence of monitoring systems needs to be resolved 4. Staff morale and uncertainty - my meetings with staff have revealed that morale in some areas is low and work needs to be done to improve this 5. Uncertainty re: governance arrangements and organisational structure – <i>this issues is related to Charity Registration and is discussed in more detail in the paper I have prepared for the Board.</i>
Top 5 things achieved since last Board meeting	Top 5 issues we are managing at the moment
<ol style="list-style-type: none"> 1. In-year financial performance – as above 2. Induction of General Manager and Interim arrangements – the senior staff have done a fantastic job over the past few months and I am very grateful to them 3. Recruitment of Commercial Service Manager – This will have been completed by the time of the Board Meeting 4. Record involvement numbers and all Freshers' activities delivered ahead of budget - Clubs and Societies memberships have been received faster than ever, the Freshers' Fair, Careers Fair and Freshers' events brought in more income than ever before. In addition more payments have been accepted through the website than ever and we have trained a record number of academic representatives 5. Launch of eActivities – in particular online claims have vastly improved the service to students in this area 	<ol style="list-style-type: none"> 1. Strategy and Operating Plan – work is underway to complete the strategy and to deliver the operating plan 2. Charity Registration – This will be a priority area once a steer has been received by the Board 3. Performance Management System – This is a clear priority for the reasons outlined above 4. Health and Safety Policy and Procedures –Again, this work needs to completed this year 5. Recruitment and Induction of Commercial Services Manager – this is a key appointment and it is important that the new post-holder is able to 'hit the ground running'