



Board of Trustees

The third ordinary meeting of the Board of Trustees for the 2018/19 session, was held on Wednesday 20th February 2019 in Meeting Room 3, Beit Quad at 3pm.

Unconfirmed minutes

Present:	Jill Finney	Board of Trustees Chair
	Paul Beaumont	External Trustee
	Kate Owen	External Trustee
	Rebecca Neil	Deputy President (Welfare)
	Alejandro Luy	Deputy President (Education)
	Robert Tomkies	Union President
	Abhijay Sood	Student Trustee
	Madina Wane	Student Trustee
	Claudia Caravello	Deputy President (Finance and Services)
	Stephen Naulls	Student Trustee
	Alex 'Chippy' Compton	Council Chair
	Graham Parker	External Trustee
In Attendance:	Jarlath O'Hara	Managing Director
	Jomana Al Ahmad	Administration Support Officer
	Emelie Helsen	Interim Head of Student Experience
	Dan Faehndrich	ICSMSU President
Apologies:	Hafiza Irshad	Student Trustee
	James Medler	Deputy President (Clubs and Societies)
	Dorothy Griffiths	External Trustee

<u>Item 01 – Welcome and Chair’s Business</u>	<u>Action</u>
<ol style="list-style-type: none"> 1. The Chair welcomed the group to the third Board meeting of the AY 18/19 with a special welcome to Emelie Helsen, the interim Head of Student Experience and Dan Faehndrich, the ICSMSU president 	
<p><u>Item 02 – Conflict of interest declaration</u></p> <ol style="list-style-type: none"> 1. AS pointed out to the Committee that he is running for the ICU president position in the upcoming leadership elections which may be a potential of interest to some discussions 2. No other conflict of interest was declared 	
<p><u>Item 03 – Apologies</u></p> <ol style="list-style-type: none"> 1. Hafiza Irshad 2. James Medler 3. Dorothy Griffiths 	
<p><u>Item 04 - Minutes of the meeting</u></p> <ol style="list-style-type: none"> 1. JA to add page numbers to the meeting minutes. 2. Board confirmed the minutes as an accurate record of the meeting held on 12th December 2018. 	
<p><u>Item 05 – Action tracker</u></p> <ol style="list-style-type: none"> 1. Health and Safety reporting - JOH mentioned that he will ensure that there is a more detailed report on near misses in the next H&S report 2. Space strategy- JOH updated the Committee that since there has been no material progress on the space strategy, it was agreed that it should be brought back to the next Board meeting 3. GP pointed out that the priority discussion regarding the space strategy should be about understanding exactly what we want to do with space as a Union as it is important to have a wider discussion first before embarking on the strategy itself. 4. JOH responded there are some areas which are a higher priority than others because of their condition and the potential for positive impact, but the strategy itself is not an immediate priority 5. Negatives of social media and Union policies – RT updated the Committee that this will be done by the end of the year as part of a wider piece of work on disciplinaries, he added that 	<p>JA to update the action tracker</p> <p>JA to update the forward agenda</p>

the Governance committee will also be managing the frame work by which Union policies will be reviewed

6. Vision paper: AL updated the Committee that the Union vision paper did not go to Council, due to other more pressing papers that were submitted to the recent Council, and because it is not a priority in his view. Other discussions have taken place to potentially make the vision consultation within a focus group, however, this action has been delayed for now.

Item 06 - Health and Safety

1. JOH reported that there is a slightly lower number of incidents from October to January compared to the same time last year
2. JOH added that two further incidents took place with the Staff member with a severe nut allergy recently, and the report from occupational health recommended a separate working space for the staff member/team, JOH mentioned that this is an area of concern which the Union will continue to monitor
3. JOH added that there will be increased inspections around the kitchens following the recent blow torch incident

Item 07 - PARC meeting minutes

1. BN summarised the minutes by mentioning:
 - The priorities in terms of people issues have been discussed: There needs to be more work done in terms of measuring staff training and development,
 - In terms of IIP assessment, regardless of the result, the Union will continue to do more work to tackle people issues
 - SA from College gave an update on the College HR restructure
2. JF thanked the Committee for the increased rigour and structure of discussions at this Committee
3. JF asked the Committee if they prefer a summary type format of the meeting minutes for committees rather than a discussion based format, SN suggested that we should have discussion based minutes as it is clearer for council who made specific decisions, KO suggested adding summaries at the end of the discussions
4. GP recommended increasing the items on the action tracker to also reflect decisions on summaries

JA to add summaries at the end of discussion items going forward

Item 08 - Comms Committee meeting minutes

1. AL summarised the minutes by mentioning:
 - LE19 improvements were discussed in terms of the project planning and the Committee were happy with the steps being taken

<ul style="list-style-type: none"> • The Committee agreed that we need more detailed metrics on the LE19 success measures • Discussions took place on the role of the impact report, and whether it should be changed in terms of format, the Committee decided that we need a yearly impact report, together with continuous reporting throughout the year, a plan for this will come to the next Committee • OT and SMG Comms and how they can be improved were also discussed <p>2. JF commended the work on the elections material as they look very impressive</p> <p><u>Item 09 - Governance Committee meeting minutes</u></p> <p>1. RT summarised the minutes by mentioning:</p> <ul style="list-style-type: none"> • The Council attendance and quality of discussions at Council were discussed, in addition to the types/number of the papers submitted • Elections and appeals process was discussed in great detail, there is now an agreed disqualification/complaints processes • The Committee decided that the process on appeals and disqualifications is to be reviewed following LE19 • The policies have now been divided to committees and some policies have now moved to Leadership • A framework to review and renew policies is now being developed, and progress will be reported back to the Governance Committee • Updates on disciplinary cases were also discussed <p><u>Item 10 - F&R Committee meeting minutes</u></p> <p>1. CC updated the group that the H&S policy and terms and conditions is taking place, additionally, the Summer Ball plan is going well so far</p> <p><u>Item 11 - Reforecast</u></p> <ol style="list-style-type: none"> 1. GP pointed out to Board that the recent figures presented in the accounts are not good and encouraged the group to focus on the future rather than the present, therefore, we must not only make spending cuts and we must look ahead 2. GP recommended to the Committee that we need step change, as the model for the Union is no longer fit for purpose, and the income stream generation model has to change 3. GP also asked for a better understanding of what costs we have incurred, and whether these costs are one-off or ongoing remedial costs 4. MM pointed out to Board that there's a challenge to our sustainability at this moment in time 5. MM added that College have shared concerns about how quickly things changed for the Union, additionally, they are 	<p>Action?</p>
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<p>also experiencing loss in wet sales and it has also been an ongoing trend for College</p> <ol style="list-style-type: none"> 6. MM pointed out that despite the current reforecast figures, the percentages year on year are not significant, as they vary from 2 to 3%, however, the impact of the numbers is significant as we anticipated better growth 7. JOH commented that this is an opportunity to do things better and more efficiently, and the current situation gives us the opportunity to look at our priorities. Additionally, the other question is about whether we are having the right conversations and support from College 8. KO asked if we have done bench marking in comparison to other Unions, JOH responded that we have not done any formal research, however, other universities have gone through this issue before us, additionally, we do not have a full understanding, on how much of the loss of wet sales is due to trends and how much is due to other service considerations 9. GP agreed that we need more information on the downturn in wet sales, as we do not know if there is downturn in footfall in the spaces or if people are generally spending less 10. JOH responded that generally we can see lower footfall from observation, however proper research has not been conducted in this area, MM added that one way of looking at head count would be to look at the number of transactions during a certain period of time 11. JF agreed the data must be examined in more detail as a 2 to 3% downturn year on year is marginal 12. JF asked about the Union's strategy in short term, and what the promotional programme to drive the students back in to the Union's venues, this must be addressed by the SVC and CS directorates, JF then asked OTs for feedback 13. CC mentioned that footfall can easily be measured in our ticketed events, CC added that in terms of Bars and events, sometimes they are not marketed very well and she suggested to Bar staff and managers a rebrand of some event names, additionally, CC suggested splitting certain events in two different bars to drive higher sales figures etc 14. JF mentioned that we must start making these small changes, in addition to promoting our events more aggressively as decline accelerates if there's a decline in marketing 15. CC mentioned that we can use feedback from the summer ball student consultation regarding food to make changes in our catering 16. JF recommended that OTs continue to step up and encourage colleagues in bars to make more of these small changes 17. SN pointed out that there is disparity between the services in the different bars such as the ability to watch sports etc and CC mentioned that speed of service is another issue 	
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18. MM pointed out to the Committee that other than bars, there are other issues such as sponsorships and staffing and their impact on the budget which must be addressed
19. JF responded that it is also important to roll out quick and easy solutions to improve income, and bars is an area where this can be done more easily than sponsorships and staffing issues
20. AS mentioned that there are also staffing issues within Commercial services that must be investigated and dealt with, AS enquired about where the discussions in terms of remedies to the current financial situation will be discussed
21. JOH responded that this will be done at leadership as it's a management and leadership piece, additionally, some decisions and updates on progress will also be discussed at F&R
22. GP mentioned that despite that fact that many of the steps to be taken are operational, they should be added to the F&R forward agenda to monitor progress
23. GP encouraged OTs to take initiative in thinking about ideas for a step change in the Union in terms of our commercial services, it is important to be innovative and encourage the younger generations to propose new ideas
24. KO enquired about the consequences of the cost reduction and the impact on staff, particularly in terms of training. KO recommended that an alternative is offered such as College training opportunities
25. JOH responded that the Training and Development Manager is student facing and the majority of decisions are to delay things and not to scrap them completely
26. AS enquired about the decision from College on H-Bar in terms of no supplying the evening food/service to H-Bar, College are making a loss from this service and will therefore will only provide the food service until 1st March 2019.
27. AS recommended ensuring that we have the necessary conversations with College about this decision and make them aware of how this will impact our members
28. BN asked about other suggestions to improve the current financial issues and whether there are any recommendations from Board, JF responded that the leadership team have the ultimate responsibility to improve this financial situation, however it is very important to utilise all Board members to ensure that ideas are also generated from all student representatives
29. JOH clarified that leadership will regularly communicate with Board to ensure that the progress on these discussions are regularly communicated

Item 12 - Online payment gateway

<ol style="list-style-type: none"> 1. MM summarised paper and there no comments were received from Board. 	
<p><u>Item 13 - College and Union strategy</u></p> <ol style="list-style-type: none"> 1. A meeting took place with key College staff, JOH and JF to discuss the joint working partnership between the Union and College, JOH mentioned that the previous themes were inclusivity, academics and welfare 2. In summary, the discussions took place regarding the College vision and it was agreed that a joint College/Union strategy day will take place in May with key people from College 3. JOH asked Board to provide comments regarding the discussions that should take place in May 4. RT pointed out that College are currently focused on the short term strategy and how to deal with Brexit, KO suggested that as we should lead on the conversations about the 5 or 10 year strategy as a Union and not only focus on the short term 5. JOH added that the message is that they would like the Union to take a stance and help push for long term strategy conversations especially in terms of student numbers 6. GP mentioned that there's currently a huge uncertainty with Brexit, however there's a danger to only focus on the uncertainty, rather than the longer term strategy 7. JOH also mentioned that it is important to come to a model of understanding exactly what our core service is and be clear with College which services they are outsourcing to the Union 	<p>All committee members to feedback ideas about the strategy day with College following this meeting</p>
<p><u>Item 14 - Business plan update:</u></p> <ol style="list-style-type: none"> 1. JOH asked the Committee for questions on the submitted paper, PB asked about the progress on project management, and whether people are embodying the changes, EH mentioned that it is exactly what the organisation needs, however, there is a cultural piece to be done to ensure that everybody is on board 2. BN agreed that not all staff are fully on Board with all the changes and it is important to more do work in this area 3. CC commented that in terms of her personal work, it's adding to efficiencies and enabling easier communication 4. RT mentioned two concerns that include the cultural reform and ensuring a continuous drive, and suggested that it is important to give specific staff advanced training within each directorate 5. AL mentioned that he is now more involved in this working group, and initially was quite worried about the initial rushed delivery and lack of planning behind the work, however the group is now doing more work in putting together a road map to ensure clarity 	<p>JOH to bring a more detailed update on the project management working group progress</p>

6. JOH agreed with the points made and mentioned that further refinement is needed, however so far this has been a success story and we have made real progress
7. JF agreed that it's been a great success so far and commended the working group on the progress. JF also suggested bringing a more detailed update to the next Board about the progress and responses to the challenges that have been mentioned at Board
8. JF asked about the progress on the business plan in general, JOH responded that he would rate progress as 7/10 at this stage

Item 15 - GSU reform

1. RT updated the committee on the progress of the PG working group and GSU reform, the largest changes that have taken place are regarding improved communications to GSU membership, events, GSU structure and representation
2. RT mentioned that the restructure of the subcommittees was a big change which was done to ensure that the part time president role is less pressured, and spreads out the workload to 10 hours work per week to each subcommittee member
3. Another change was to provide them with a substantial sum of money to be able to organise events and activities, and a wider piece of work needs to be done regarding the cultural change in the Union and making more events and services for PG students
4. College have also pointed out that College are reluctant to continue paying the cost of the part time president role and suggested that the Union consider taking on that cost
5. MW commented that the new structure seems good and makes more sense, MW asked if the current roles are being filled, RT responded that post grads positions have been filled to a large extent, however, some positions will now also be open in autumn to make the positions more accessible to newer students
6. MW enquired whether the GSU members have adequate training to fulfil their roles, RT responded that certain training will be covered with relevant rep networks and College also have useful training for these roles
7. AL added that a training plan is being developed with College to ensure all these roles are well trained
8. JF asked the Committee whether this should be brought back for review at Board, PB responded that with regards to GSU restructure, it should go to Governance
9. RT added that the GSU is performance should definitely be reviewed at Board next year
10. ACC mentioned all universities in the UK are struggling in terms of the PG model and whether this should be

JA to add to next years forward agenda

researched further to look at what is being done well at other universities

11. PB pointed out that a deeper issue may be that the PG issues is an ICU issue, not just a GSU issue, where the Union is not supporting the GSU enough, the main issue is that PG do not identify with the Union as they feel that it is an undergraduate Union
12. JF recommended bringing this question back to the December Board to verify whether the work done this year has successfully tackled PG engagement

Item 16 - Barriers to inclusivity

1. BN mentioned that the paper is summarising what the Union is currently doing in terms of EDI
2. BN pointed out that some areas are missed such as culture and liberation and community zones
3. BN mentioned that DG suggested doing research, to understand the bigger questions with our culture and EDI
4. BN added that we also need quick wins to improve the liberation and community zones
5. KO enquired about how BN will do research on this area, JOH mentioned that there might be some research that can be utilised within College
6. JF asked if College has already done this research, ACC responded that the institutional culture report was published a few years ago
7. JF mentioned that as this is a big piece of work, and it is really important to work with College to conduct this research and own this piece of work
8. JF pointed out that we must hold college to account to ensure that they complete their support strategy and ensure that they are taking the necessary action
9. JF recommended asking College to fund the research in this area if they do not have up to date research
10. MW asked about what is being done now in terms of inclusivity in the Union, MW asked if staff and students understand their responsibility towards inclusivity
11. BN responded that this area is a work in progress, however, we are offering more training to students and 'are we inclusive?' is a question we are constantly asking, however it could be more imbedded
12. JOH added that inclusivity has not been actively communicated about and we should ensure that communication is more regular
13. MW mentioned that it is important that people feel like they personally align to EDI values, and management should be enforcing this
14. KO suggested including this as a good topic to include into the strategy away day with College

BN to discuss the funding of the research on EDI culture within imperial

Item 17 – Wellbeing rep network

1. BN gave an update of the network which has approximately 95 students involved
2. The Network has been successful this year, however it is very time consuming, therefore, the sustainability of the network needs to be investigated
3. JOH pointed out that College has been funding the network with £50k per year for two years, however, it is important to discuss the funding with College and to make this part of the student support strategy, and therefore the funding should be continuous
4. BN asked if the Committee thinks the Network worthwhile, SN said that he is an active member and he is a big champion of the network, SN added that the wellbeing network has the opportunity to be proactive, and we may need to communicate its vision and aims better to our students
5. AS added that it's important to look at the academic network too and how they should become more proactive, and maybe we need to look at the structure of the roles within the wellbeing network to make them more effective
6. KO suggested making it a developmental piece and to look at how we should we make it proactive
7. ACC suggested assessing how we are running it and whether we are doing it right and maybe change the structure of the work and spread the workload
8. JOH mentioned that College made it clear that they don't expect us to perfect this in the first few years, and this is our opportunity to tell College how its worked so far and how we want it to work in the future
9. ACC recommended better communication to all stakeholders
10. SN also mentioned there's a potential project to structure our network and map it properly, across all the different constituent Unions, and improving it operationally
11. SN added that very few different universities are dealing with wellbeing as well as we are doing it

BN to review the wellbeing network and how it should be run in the future

Item 18 - Themes for 19/20

1. JOH mentioned that the purpose of the paper is to highlight the main key themes which will feed into the project mapping piece of work which aims to improve prioritisation and alignment of the work of different directorates and departments
2. JF asked the group about any comments on the themes
3. CC suggested expanding alcohol to food to make it more general, AL suggested added diversification of income streams instead
4. EH added that this paper is trying to do is to provide a top down approach, so that everyone in the organisation has

JOH to incorporate the changes recommended by the Committee into the themes plan

JOH to circulate a summary of the Jan balanced scorecard to Board next week

steer and are aware of how their work feeds into the business plan

5. JF suggested changing the word modernisation as does not reflect the long term thinking about the 5 year vision, KO suggested that it is more about transformation
6. GP suggested including the impact of the different themes and the outcomes, as it is important not to lose sight of why it's being done
7. JF suggested having a line to define what each theme is trying to do
8. ACC suggested ensuring that in terms of budgets, one-offs are pulled out this year to make it clear what budget we are approving next year, so more information to be included about one-offs to be able to make an informed decision

Item 19 - MD report

1. MD asked for any questions on the report, CC asked about whether the role of the Bars and Catering manager will be advertised soon, JOH responded that the after Operations Manager role is recruited, the Bars and venues manager role will be advertised
2. Regarding the balanced scorecard, JOH will circulate a commentary of the Jan BS to Board next week

Item 20 - President report

1. RT summarised his report and mentioned that no response has been received yet on the Constitution and Bye Laws from the Charity Commission
2. RT also mentioned the paper on OT role changes which was approved by Council regarding the responsibilities of DPCS and DPFS, with the exception of the change of the DPCS role name
3. JF asked about who is responsible for ensuring that the change in role responsibilities for OTs are reinforced next year, JOH responded that it depends on whether it is a systems solution or a resource/staffing solution, so it is important to look into every aspect of the role that needs to be different and assigning it appropriately
4. JOH added that it is also important to consider decision making and whether OTs are prioritising certain aspects of their roles over others

Item 21 – DPE report

1. AL highlighted two main points in his report: the performance of the SACAs, which has gone well this year and was a high impact event
2. The second point was regarding his new focus on the review of the wellbeing rep network and Project management in the Union

Item 22 – DPW report

1. BN summarised her report by mentioning her upcoming meeting with Hannah Bannister (HB) which to discuss the progress of the student support strategy and how it could be improved in terms of the partnership with the Union
2. SN enquired about the mapping out of the wellbeing services, and why its limited to Imperial services, BN responded that this is because College have decided to update their student space and it will be ready for October, and the idea is to map out all services and sign post to them

Item 23 – DPCS report

1. JM did not submit a report as he is away however the Sports Hub paper was submitted to Board
1. JF commended James on taking the initiative to do this task which will result in some significant changes
2. JOH mentioned that the relationship with sports imperial is much better this year and it is significantly due to James' hard work
3. JF asked about the status of the student experience survey
4. RT responded that James is currently breaking down the data and in terms of submissions it is 190% higher than the previous year
5. JF commended James on this second success

Item 24 - DPFS report

1. CC summarised her report by mentioning that meat free Mondays were successful, and it has helped kick start some projects that promote healthier food in College
2. CC added that within the Union, the Breakfast service has been stopped and the summer ball budget reviewed with the plan being improved from a loss to a small profit
3. CC mentioned that her communications are going well and many people are interested in the role and are viewing her blogs
4. AS asked about alternate plans regarding H-Bar as discussed earlier, CC responded that it is a definite decision from College, however in the meantime we need to have more student consultation to look into what type of service we need to provide instead
5. JOH mentioned that College are open to working with us to improve income generation, however at this point they have made a clear decision about stopping the service in March
6. JF asked about the profit made in summer ball last year, JOH responded that it made a few pounds surplus but time staff is not factored within the figure in the management accounts

<ol style="list-style-type: none"> 3. JOH added that simplistically, our stance will need to be either to make the prices more even or to ensure there are some cheaper halls / rooms 4. PB pointed out that these are the discussions that council should take a stance on and mandate people to campaign 5. The DPW has also been involved in these types of discussions in the past 6. JF suggested that Council should be the right place to have this discussion and clearer timelines should be given about when these decisions will be taking place to Board 	
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Summary of the discussion items:

1. **Reforecast:** Board agreed that the current financial situation is not healthy, and a step change is need to improve the income generation within the Union, a few quick solutions were proposed by the Chair such as improving promotion to drive more people into our venues, and updates from leadership and actions being taken will be monitored by F&R and shared with Board
2. **College/Union strategy day:** A joint strategy day will be taking place with key College staff in May, Board members were encouraged to provide JOH with suggestions for the discussions. Board agreed that the Union should lead on prompting conversations on longer term strategy and vision rather than the focus on uncertainty
3. **Business plan update:** JOH updated Board and reported to be 7/10 on the Business plan so far. JF recommended bringing a more thorough update to Board on the progress of the project management objective.
4. **GSU reform:** RT gave an update on the changes which have taken place within the GSU, in terms of structure, events and budgets, and the Chair of Board recommended bringing this topic back in December to check whether the changes made this year have improved PG engagement
5. **Barriers to inclusivity:** The Committee agreed that the Union must discuss funding the research required on inclusivity with College and suggest to them the importance of having up-to-date research in this area. Inclusivity should also be one of the discussions that takes place during the joint strategy day. The Union must also communicate more about its values and inclusivity
6. **Wellbeing rep network:** Board agreed that the Union must provide clear evidence of the value of the network and continue to work on securing ongoing college funding. The DPW is to put a proposal outlining what has worked well so far, and how we want it to look like in the future.
7. **19/20 themes:** Board agreed that the themes should be outcome based, therefore a line indicating the impact of each theme should be added to the paper