

24 March 2021 / 10am – 1pm / Microsoft Teams

**Standing Items**

	<b>Item</b>	<b>Author</b>	<b>Reference</b>	<b>Action</b>	<b>Page</b>	<b>Time</b>
1	Introductions	JF		To note		10:00
2	Apologies	VA		To note		
3	Minutes	JF		To approve	2	
4	Matters Arising	JF		To consider	8	
5	Conflicts of Interest	JF		To consider		
6	Confidential Business*	JF		To consider		

**Regular Updates**

7	MD Update	TF	Verbal	To consider		10:05
	OT Update	OTs	Verbal	To note		10:15
9	Council Chair Update	AA	Verbal	To note		10:25

**Substantive Items**

10	ICU Roadmap: Exiting Lockdown	TN / TF	TB/20-21/38	To consider	9	10:30
11	Financial Model Update	TF	Presentation	To consider		10:40
12	Management Accounts (February 2021)	RS	TB/20-21/39	To consider	19	10:55
13	2019/20 Annual Accounts Update	RS	Tabled	To approve		11:05
14	Casual Staff Pay Update 2021	AC	TB/20-21/40	To approve	33	11:10
	Break					11:20
15	Strategic Plan Discussion: Our Aims Our KPIs	TF	TB/20-21/41  Workshop	To consider	36	11:30
16	Chair of Trustees Recruitment	VA / AS / JF	TB/20-21/42	To approve	49	12:30
17	Felix Review	AS	TB/20-21/43	To consider	109	12:40
18	Annual Calendar of Business	TF	TB/20-21/44	To note	131	12:50
19	AOB	All		To consider		12:55

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

**Author Key**

JF Jill Finney  
AS Abhijay Sood  
TF Tom Flynn  
JH Jayne Hufford

TN Tom Newman  
RS Rob Scully  
VA Victoria Agbontaen

**Next Meeting Dates:**

12 May 2021

23 June 2021

07 July 2021

Imperial College Students' Union  
Board of Trustees / 24 March 2021

Minutes (24 February 2021 Board of Trustees)

**1. Introduction & Attendance**

Jill Finney (JF) (Chair)	Phil Power (PP)
Stephen Richardson (SR)	Dorothy Griffiths (DG)
Kate Owen (KO)	Kelvin Zhang (KZ)
Abhijay Sood (AS)	Shervin Sabeghi (SS)
Sam Lee (SL)	Alex Auyang (AA)
Ross Unwin (RU)	Lloyd James (LJ)
Chris Carter (CC)	Milia Hasbani (MH)

In attendance

Tom Flynn (Managing Director) (TF)  
Tom Newman (Head of Membership Services) (TN)  
Jayne Hufford (Interim Director of Finance) (JH)  
Rob Scully (Director of Finance and Resources) (RS)  
Ashley Cory (Systems Manager) (AC)  
Victoria Agbontaen (Governance Officer) (VA)

**2. Apologies**

Michaela Flegrova (MF), Graham Parker (GP)

**3. Minutes of previous meeting**

The minutes of the previous meeting were approved pending amendments to item 13.

**4. Matters arising/Forward Agenda**

TF noted that the matters arising will be addressed in his report. SS informed Board that a paper on disciplinary policies will be brought to the May Board meeting.

JF requested for the forward agenda to be circulated with Board papers for each meeting.

**5. Conflict of interest declarations**

None.

**6. Consideration of confidential business**

Item 7 is considered to contain some confidential business, but TF will ensure the MD report will have a version which doesn't compromise confidentiality.

**7. Managing Directors' Report\***

TF gave a brief overview of the MD report, highlighting to Board that the work around the Strategic plan is steadily developing and continuing to move forward. TF added that the finance handover between JH, RS and himself is extremely positive and the ability to have JH and RS as a crossover is valuable for the Union.

TF added that the DfE has made some announcements on the issue of free speech on campus which is part of a wider context of concerns regarding a media named culture war. TN said that what the government have put forward are proposals for now and the consultation is yet to happen so there is nothing extra that is currently needed to be adhered to.

- i. A question was asked by CC whether this legislation applies only to external speakers or if it also applies to re-naming buildings and removing statues etc. Trustees were informed that it applies to any freedom of speech issue on campus as well as academic freedom.
- ii. A question was asked by AA how much this will impact Imperial students in comparison to other more political Universities. Trustees were informed there will be other Universities that will have more of a challenge with this compared to Imperial as ICU already has a well-developed infrastructure on this including having an excellent relationship with the College.
- iii. A question was asked by LJ where policies are perceived to infringe on free speech around issues such as harassment and bullying. Trustees were informed that there are proposals to introduce a statutory tort that would give people a right to redress for loss, as a result of the breach of the freedom of speech sections.

*Board noted the MD update.*

#### **8. Officer Trustee Team Update**

SS gave a brief update on the paper, noting the work himself, SS and MF are doing regarding representation to the College around work on the safety-net, fair assessment, and no detriment policies. SS noted that they have a tentative agreement on these areas with the College and the positive progress being made will be communicated to the students shortly. SS added that AS has been focusing on supporting the Felix review as well as continuing to work with College Council on the bullying and harassment allegations.

SS noted that MF is working on student feedback surveys from the exams that took place over the Winter period which has now been represented to the College. MF is also working with College on a number of space related projects as there are College which are available to develop and transform these spaces on campus.

RU highlighted that he is consistently working on facilitating and enabling CSP's to be able to operate remotely which has been a challenge as trying to consistently engage students has shown to be difficult. RU added that annual budgeting and CSP funding related issues continues to be a large part of his work.

SL noted that the had been working with TN and RU on the Union Concert Hall redevelopment project and the project timeline details are still pending but they are working towards a May/June completion date. However, it is being considered to push this back to the next academic year to avoid disruption to students taking exams in halls.

SL is working with College to achieve the right wording and messaging regarding their approach to food sustainability, student consultation will be involved which SL is discussing at the upcoming SSB meeting.

- i. A question was asked by JF when a paper on storage will be provided to Board with a proposal on how this issue will be solved. Trustees were informed that a building and space review steering group are meeting as part of the strategic review, but a paper will be provided at the next Board meeting.

*Board noted the update of the Officer Trustees.*

### **8a. Council Chair Update**

AA informed Trustees that last Council meeting took place on the 16<sup>th</sup> of February and highlighted two key papers that were brought to Council: the ratification of the external Trustees and a stance on the Huawei deal. AA stated that both Dot and Dan were ratified by Council.

Another paper was brought by a few students who raised issues with the new deal that Imperial has with Huawei concerning developing AI technology. Students raised concerns that Huawei has been implicated in assisting with human rights abuses in China.

The actions from the paper were to ask College to acknowledge there are human rights abuses going on in China and to lobby the College to not go through with the deal. AA said that the paper passed in Council, and majority of students were supportive. However, there were a few students, including the GSU President who strongly disagreed with the premise of the paper and following the passing the motion, the GSU President decided to quit his position on Union Council and will no longer be attending Council meetings.

AA added there has been a mixed response from students who feel that the GSU President has been unfairly targeted, and that the Union should not be getting involved in politics.

*Board noted the update of the Council Chair and it was agreed that the Council Chair would provide updates at all future Board meetings going forwards.*

### **9. Stage 4 2020/21 Budget (6 month reforecast)**

JH noted that the key assumptions built into this forecast include the bars and shops remaining closed for the rest of the financial year, the continued use of furlough scheme, no whole scale return to campus and a £53,000 saving on CSP Grant money. JH noted that with new government guidance, there is likely to be changes and reopening to our services which will open opportunities to generate income as well as generating additional costs.

JH noted the risks associated with the reforecast include those associated with VAT, issues to the accounts and audit for 2019/20 which are yet to be signed off and as a result is likely to impact the Union's free reserves. Additionally, the ongoing issue with payroll and College as the payroll figures in the accounts are still based on budgeted figures and estimates of furlough grant income. JH has started the reconciliation process, and it is likely that the estimates will not be in line with the findings.

- i. A question was asked by SS as to whether the additional £50,000 is a supplement to the Activities development fund. Trustees were informed that there has been a significant reduction in the grant that had been allocated to CSPs and there was around £20,000 in the AD Fund before the supplementary £50,000 was added.
- ii. A question was asked by JF as to whether the ADF had been discussed and signed off at the F&R Committee. Trustees were informed that this was discussed at F&R and the paper was approved. RU added that there has been a significant reduction in what CSPs have spent and as there are several committees engaged at different levels it is difficult to enforce the reduction across all CSP's.
- iii. A question was asked by SS as to how the forecast feeds into the planning round. Trustees were informed that a staged planning and budgeting round approach will

be taken next year with specific review points. Trustees were informed that any underspends will come back to Board to decide what happens to that funding.

*Board approved the 'Stage Four' budget for the Union.*

## **10. Financial Model Update**

TF briefed the Trustees noting that there are broadly four different financial models for Student Unions in the sector and we are currently a model D, with our block grant being used to fund our core charity costs but the commercial costs is also used to fund the commercial costs and the core charity costs.

TF highlighted that Union should partially move towards a type C Students' Union. The majority of the core charitable purposes should be funded by block grant and the College because they bring value to the institution.

- i. A question was asked by JF questioning when there are commercial outlets that do not bring a profit but cost money to run, how that is reconciled. Trustees were informed that if the model phrases these as a core purpose as opposed to a commercial service, it is appropriate for a loss to be made in this instance.
- ii. A question was asked by JF as to what impact the strategic partnerships with College will have on this. Trustees were informed there is already a partnership agreement in place with the College but this needs to be reviewed.

*Board noted the audit update.*

## **11. Audit Update & Retender Process**

RS noted there are two key issues currently holding up the sign off of the 2019-20 accounts which had previously agreed to be signed off in November. This included Crowe not confirming that inter-company balance has been completed, which meant that the audit sign off was delayed and a newly arising issue of imprest balances, where the outstanding balance at 31<sup>st</sup> July 2020 YE was £147,000. It was discovered that the finance team had not been processing the receipts that students had been submitting, however the team are currently working through these.

RS stressed that it was highly concerning that the auditors had not picked up on this and is something they should have identified at a much earlier stage in the auditing process. This raises questions of Crowe's ability to continue as ICU's auditors as this is a substantial failure on their part and a letter will be drafted to Crowe to express the Union's dissatisfaction with their performance this year.

*Board noted the update on the progress regarding the development of a new financial model for the Union.*

## **12. Strategic Plan Discussion: Our Values**

TN noted that there has been six words that have come out substantial workshops with various stakeholder groups. The words that had the most consensus are as follows: integrity, inclusivity, accountability, democratic, ambitious and collaborative.

TN asked the Trustees to consider whether there are better ways of describing the values, why the value is important for the Union and to provide some examples of the way that behaviour is demonstrated day-to-day.

*Trustees shared feedback from their individual groups and agreed to share this directly with Tom Neman.*

**13. Strategic Plan Discussion: Our Aims (and next steps)**

*Item was tabled and will be discussed at a later Board meeting.*

**14. Strategic Reviews Update (Governance, Staffing, Commercial, Space)**

*Strategic Plan* – the group has met to start this review and the strategic plan and financial plan that Board have discussed today covers this update.

*Corporate Governance Review* – this group have broken up into sub-groups to look at an analysis of the Union on the basis on the Charity Governance Code. There has been some detailed feedback amongst the sub-groups and the full group will be meeting up in a few weeks to continue discussions.

*Staffing Review* – this group has met and agreed to revise the terms of reference which AC is developing. The review of who employs ICU staff is currently being paused due to uncertainty caused by the pandemic and other College matters.

*Commercial Review* – due to the recruitment of the new Director of Finance and Resource, this group had been temporarily paused and will be picked up in mid-March once RS starts full time.

*Space Review* – this group has met once to start reviewing the strategic use of buildings and space. This will continue over the next few months and there a few big options for the Union in terms of space on campus.

**15. External Trustee Ratification**

AS informed Trustees that DG has decided to stay on the Board of Trustees so formal re-ratification for her position was required.

Dan Wagner was selected as an outstanding candidate to replace Kate. AS highlighted that he had expressed concern over the gender imbalance on the Board, however the interviewing panel were satisfied that he would be very successful as a Trustee of the Union. Both Dan and Dot's ratifications were passed by Council.

It was agreed that the candidates that applied for the Chair role were not suitable enough to fulfil the required role.

TF confirmed the next steps will be to ensure we are much more targeted in our recruitment around EDI, widen the targeted candidate pool which may require the Union to use a recruitment consultant. TF added that getting the College involved with the interview process will be critical in ensuring College buy in.

*Board approved the appointment of Dan Wagner and re-appointment of Dorothy Griffiths.*

**Any Other Business**

*None.*



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

Meeting(s)	Minute	Action	Responsible	Timeline
24 <sup>th</sup> February 2021	15	<b>External Trustee Recruitment</b> Develop a plan for Chair recruitment and feedback to Board	TF, AS, AS, VA	March 2021
20 <sup>th</sup> January 2021	14	<b>AOB</b> To report to on updates regarding the disciplinary and complaints process review and provide a clear timeline for this work.	SS, TN, AS	May 2021
24 <sup>th</sup> February 2021	8	<b>Officer Trustee Update</b> To provide a paper of space and building review for next Board meeting.	RU, TF	May 2021
24 <sup>th</sup> February 2021	11	<b>Financial Process Improvement</b> - Reflections & Next Steps as a Board paper.	RS, JH	May/June 2021



**Imperial College Union  
Board of Trustees / 24 March 2021**

**Roadmap to Exiting Lockdown**

Author(s): Tom Newman (Director of Membership Services)  
 Dr Tom Flynn (Managing Director)  
 Rob Scully (Director of Finance & Resources)  
 Ashley Cory (Systems Manager)

Purpose: This paper provides an initial analysis of the roadmap to the easing of lockdown measures, released by the Government on 22 February 2021.

To note a formal 'return to the office' plan regarding staff will be considered by the Board once further discussions with the College have taken place.

**1. Context**

On 22 February 2021 the Government announced a stepped approach to the easing of current lockdown restrictions. Full details can be found here:

<https://www.gov.uk/government/publications/covid-19-response-spring-2021>

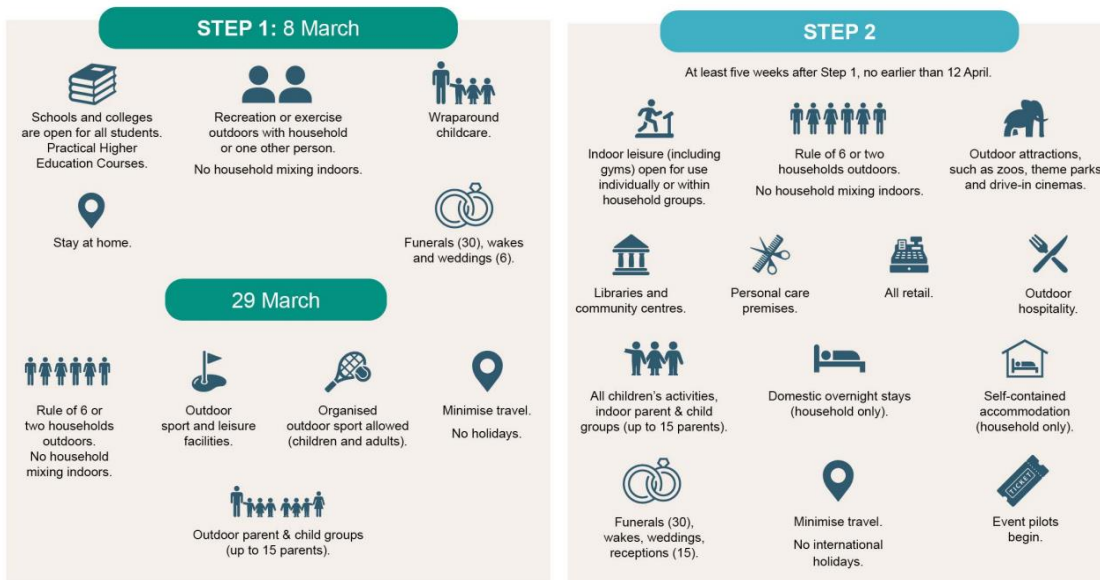
Specific guidance for Higher Education was also updated to reflect this:

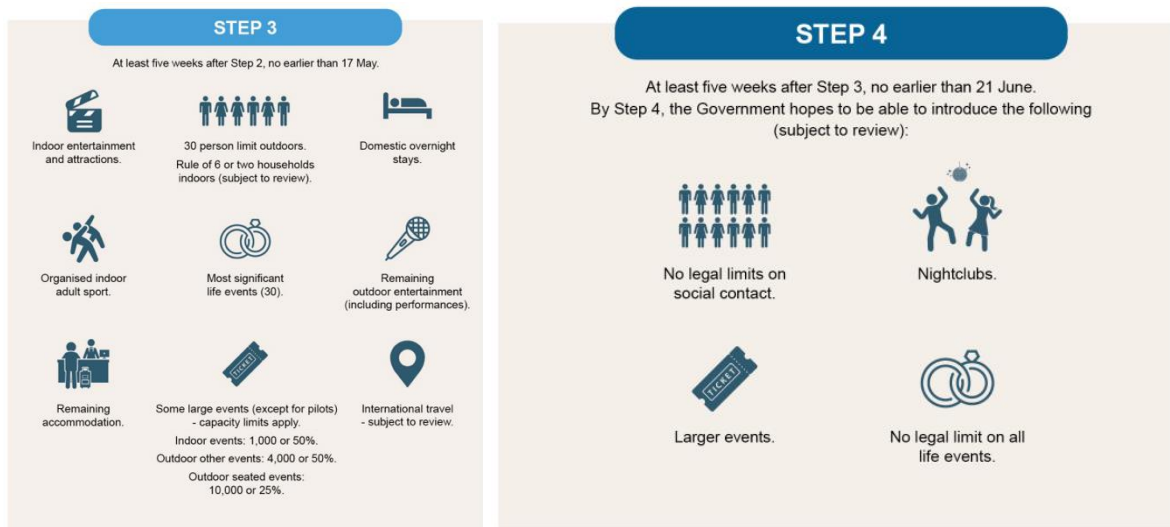
<https://www.gov.uk/government/publications/higher-education-reopening-buildings-and-campuses/higher-education-reopening-buildings-and-campuses>

**2. Steps**

The roadmap proposes four distinct steps to moving from the current set of restrictions to (essentially) a position where there are no restrictions on social contact and economic activity. These four steps will be separated by at least 5 weeks and subject to review of the data evidencing the success of the preceding steps.

The proposed changes to regulations in each step are detailed below:





### 3. Implications for ICU

The table below illustrates the key considerations for ICU:

	<b>Commercial Activities</b>	<b>Student Activities</b>	<b>Other</b>
<b>Step 1</b> (8/29 March)	No change	Organised outdoor sport allowed from 29 March <sup>1</sup>	More students may start to return to campus
<b>Step 2</b> (not before 12 April)	Retail can open Hospitality (outdoor only) <sup>2</sup>	Student groups could organise outdoor activity for up to 6	Indoor leisure facilities (inc gyms) open for individual use only
<b>Step 3</b> (not before 17 May)	Hospitality <sup>3</sup>	Organise indoor sport allowed  Student groups could organise outdoor activities with limits defined by approved College risk assessment  Student groups could organise indoor activities with limits defined by approved College risk assessment  Domestic tours could happen (subject to restrictions above)	Some large events, including conferences, theatre and concert performances and sports events

<sup>1</sup> Should be compliant with guidance issued by national governing bodies

<sup>2</sup> Subject to 'rule of 6' / 2 households; table service required but no need for food or a curfew in place

<sup>3</sup> Outdoor max 30; indoor subject to 'rule of 6' / 2 households; table service required but no need for food or a curfew in place

<b>Step 4</b> (not before 21 June)	All restrictions lifted, BAU resumed <sup>4</sup>		The Government will review whether COVID-status certification could play a role
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<sup>4</sup> Nightclubs might be subject to testing requirements

#### 4. Union Ways of Working

The Union will continue the term one & two blended approach to how we deliver services for the remainder of the academic year until all social restrictions are lifted in step three.

The Union's planning will continue to be based on a three-tier service approach:

- Level 1: Service delivered in person on campus, staff are required to be onsite
- Level 2: Blended service that can be delivered on campus and remotely
- Level 3: Fully remote service

As the Government eases restrictions and it is safe for more in person and on site activity the Union will shift an increased number of its services and functions into in person delivery. The Union will continue to make use of the Governments furlough scheme and will commit to providing at least one weeks' notice to staff on furloughed hours about changes to their arrangements. The Leadership Team will review its approach to flexible working and ensure our people's welfare remains our number one consideration. The Union recognizes that current government timeframes could be delayed depending on national and localized data, therefore planning will remain flexible.

##### 4.1 Provisional Timelines for Decisions

	Return to In Person Decision Date	Earliest Service Operational Date	Alternative Service Operational Date
Helpdesk	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
Union Shop	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
568	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
Return to Union Office Space (for OTs)	5/3/2021	8/3/2021	n/a
Return to Union Office Space (for OTs + level 1 service staff)	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
Return to Union Office Space (for OTs + level 1&2 service staff)	11/5/2021	17/5/2021	n/a
Return to Union Office Space (all OTs + all staff)	31/5/2021	21/6/2021	n/a
Union Spaces Bookable for CSP (for authorized activity)	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term

West Basement Bookable for CSP (for authorized activity)	30/3/2021	12/4/2021	24/4/2021 - Start of Summer Term
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#### 4.2 Level 1 Services

Service	Step One (8/29 March)	Step Two (not before 12 April)	Step Three (not before 17 May)	Step Four (not before 21 June)
Union Helpdesk	<p>Building remains closed, helpdesk continues remote operating.</p> <p>Union staff check building twice weekly with some additional staff on site to deliver key projects. All additional staff on site to be authorized by line manager.</p>	<p>Certain CSP activity like martial arts will be able to take place in the Union building.</p> <p>The Helpdesk will open to facilitate CSP bookings for Union space and access to storage.</p>	<p>The Union Helpdesk will continue to operate from the ground floor at Beit in order to provide a visible presence and central help point.</p> <p>Members who are 'lead bookers' for spaces must also report to the Union Helpdesk to sign out keys and key cards. Only 'lead bookers' will be able to access rooms, there will be no ability for students to freely access spaces with all the building having card access restricted.</p> <p>Members who are arriving at the building will not be required to sign in at the Helpdesk, instead they will be advised to travel directly to the relevant room where their activity is taking place and complete track and trace in their booked room.</p> <p>Signage will be provided to detail the required interaction for visitors and members during their visit to the Union building.</p>	<p>BAU returns, Union Helpdesk will continue to operate on the ground floor of Beit North.</p>

			The Union Helpdesk will be provided with Perspex screening, appropriate sanitisation functions, enhanced cleaning services and if requested personal protective equipment for Helpdesk staff.	
Student Opportunities and Development	<p>Organised outdoor sport allowed from 29 March, collaborative work with Move Imperial to ensure risk assessments completed for eligible activity for external venues.</p> <p>College sports venues to be used for outdoor sport from the 7<sup>th</sup> April.</p>	<p>Change to a blended working model for the team, risk assessment of all eligible activity to be undertaken with all student groups able to organise additional (non-sporting) outdoor activity for up to 6 people.</p> <p>Some indoor activity will be able to be authorized, this will be reviewed on a case by case basis and in line with government, college and any relevant governing body guidance.</p>	<p>In person CSP activity will provisionally be allowed to happen with restrictions as defined by College and Government guidance. The guidance for what in person activity can take place will be reviewed and adjusted to be in line with latest government and college guidance.</p> <p>In order to deliver CSP support the staff team will operate in a blended model of home and office working, to ensure student group committees are supported effectively.</p>	BAU should return, CSPs will allowed to operate all activity including domestic tours and trips, all support services will be operational. A review of overseas travel will take place prior to step 4.
Retail	The Union shop will remain closed and only offer an online order system.	<p>The Union Shop will reopen and will continue to operate with the following guidance:</p> <ul style="list-style-type: none"> <li>i. Revised layout and one-way system</li> <li>ii. Signage based on the College's model</li> <li>iii. Maximum five customers in the shop, with face masks required</li> </ul>	Appropriate risk assessment to be undertaken and revision to maximum numbers if appropriate, in line with college and government guidance.	BAU to return for the Union Shop. Leadership to undertake commercial review prior to further decisions on retail operations.

		<p>iv. A staff member managing the entrance to make sure no queue builds up along the walkway</p> <p>Additional cleaning and PPE for all staff.</p>		
Venues	Venues to remain closed.	<p>568 will operate in a covid secure manner with an outdoor table service.</p> <ul style="list-style-type: none"> <li>i. A fully managed Beit Quad site 5pm – 11pm during Monday to Friday. (12-11pm out of term time)</li> <li>ii. Students are only sat at outdoor tables of six (max) and where these are full, students will be asked to leave</li> <li>iii. One-way system and table service ordering application based on government guidelines, and clearly displayed House Rules</li> <li>iv. No large-scale party type events, with limited low-key entertainment offered.</li> <li>v. Track and trace in operation</li> </ul>	<p>568 will operate in a covid secure manner.</p> <ul style="list-style-type: none"> <li>i. A fully managed Beit Quad site 5pm – 11pm during Monday to Friday.</li> <li>ii. Students are only sat at tables of six (max) and where these are full, students will be asked to leave</li> <li>iii. One-way system and table service ordering application based on government guidelines, and clearly displayed House Rules</li> <li>iv. No large-scale party type events, with limited low-key entertainment offered.</li> <li>v. Track and trace in operation.</li> </ul>	<p>All restrictions on hospitality are lifted, Union to undertake business review to determine operational model applied.</p>

4.3 Level 2 Services

<p>Student Voice (Academic Reps, Policy, Research and Student Representation)</p>	<p>Training and support for student representatives will be delivered online. ERB and CWB, Leadership Elections and all Union campaigns will be delivered online.</p>	<p>No change, team to continue remote working.</p>	<p>This team will move to a blended approach with controlled access to in office working.</p>	<p>Return to BAU.</p>
<p>Leadership Group</p>	<p>Remote working to continue.</p>	<p>Blended working to be introduced. Leadership to work in office hours Monday and Tuesdays.</p>	<p>This will operate in a blended model of home and office working.</p>	<p>Return to BAU.</p>
<p>Advertising Sales</p>	<p>Remote working to continue.</p>	<p>Remote working to continue.</p>	<p>Advertising will require some on site presence to support advertising on site, any external presence will require college sign off.</p> <p>The budget for advertising sales has been developed with term one delivered remotely, opportunities will be taken advantage of for in person activity. It is proposed that any on site activity is approved using the following process:</p> <ul style="list-style-type: none"> <li>i. Sales and Sponsorship Manager presents proposal detailing financial reward and includes risk assessment, which demonstrates adequate controls to</li> </ul>	<p>Return to BAU.</p>



			<p>reduce the spread of Covid19, to Head of Membership Services</p> <p>ii. Head of Membership Services authorises alongside Operations Manager based on student activity in the building</p> <p>iii. Union seeks final sign off by sharing proposal and risk assessment from Building Manager and Director of Estates</p> <p>iv. All bookings to be logged and provided to Leadership on a routine basis.</p> <p>Any external visitor to be signed in as per Union track and trace procedure</p>	
Felix	Remote working to continue.	Remote working to continue.	Felix has been relocated to MR5 in the main Union building. The office will operate with a blended approach, a limited capacity and a sign in process to control numbers accessing the space.	Return to BAU, Felix to be relocated back to its West Basement office suite.
Constituent Unions	Remote working to continue.	Remote working to continue.	<p>RSM, ICSMSU, CGCU, and RCSU all have on campus office space at South Kensington.</p> <p>The Union position will continue to be supportive of controlled access for all CUs to access their office space.</p>	Return to BAU.

			<p>All CUs have been offered support by ICU to undertake an office risk assessment, and limit capacity based on a 2-metre social distancing principle.</p> <p>CUs will all provide a list of executive members who will access the office, and CUs will keep an access log of these named members access to the office space to satisfy track and trace requirements. Completed risk assessments will be sent to the Director of Estates and relevant building manager for sign off and authorisation.</p>	
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#### 4.4 Level 3 Services

Finance	All processes and systems can be delivered remotely. The finance team will remain working from home until step four.
Systems	All processes and systems can be delivered remotely. The HR and admin team will remain working from home until step four. The only exception will be for the senior web developer to provide onsite support one day per week to the tier one services primarily EPoS when retail and hospitality return to in person operations.
Marketing and Communication	This will continue to operate remotely with the team working from home for the majority of the time until step four.
Advice Service	This will continue to operate remotely, with the team offering appointments via email, telephone and video conferencing until step four. Some staff may be required to work from their private offices if home working solutions are inadequate.

**Imperial College Union  
Board of Trustees / 24 March 2021**

**Management Accounts – February 2021**

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

Purpose: To summarise the financial performance of the Union against for the first 7 months of the year, to 28 February 2021, measured against the 'Stage Four Budget' approved by Trustees on 24 February.

Decisions(s): To note the position and narrative.

### 1. Summary

The management accounts for February 2021 (period 7) are presented against the latest iteration of the budget, which was approved by the Trustee Board in month. Work continues to finalise the 2019/20 accounts and therefore an opening balance sheet is still unavailable, but commentary is provided on key balance sheet components.

Overall, performance in February has been on budget, with a £18.3k surplus against a budget of £17.7k. The YTD position is an adverse £12.8k against budget, which arises due to some unexpected costs in January, not picked up in the profiling of the Stage Four Budget into period 6 – the main variances are explained below.

### 2. Key Variance Analysis

The table below analyses the key variances to budget, both in P7 and YTD.

	Variance P7		Variance YTD	
<b>Income</b>	(£3.5k)	Adverse: - (£4.5k) Venues  Favourable: - £1.1k Retail	(£9.6k)	Adverse: - (£11.1k) Venues  Favourable: - £0.8k Retail - £0.8k Other
<b>Staff Expenditure</b>	-		(£2k)	Adverse: - (£2k) Permanent Staff
<b>Non-Staff Expenditure</b>	£4.1k	Adverse: - (£2.7k) Training  Favourable: - £5.1k Cleaning - £1.2k Contingency	(£1.2k)	Adverse: - (£4.7k) Health & Safety - (£2.7k) Training  Favourable: - £5.1k Cleaning - £1.2k Contingency

### 3. Trading

The venues and retail outlets remain closed and the only trading conducted in the period was through the Online Shop which continues to trade well since launching in December (£5k sales in P7).

There are adverse variances in Venues both in period (£4.5k) and YTD (£11.1k), arising from a combination of wastage as stock has gone out of date and corrections to the cost of sales in prior periods due to late receipt of invoices.

#### 4. Charity

Overall, charity departments are in line with budget and showing a slight positive variance in period due to the inclusion of accruals for cleaning credit notes related to the first lockdown. The YTD position is a slight adverse variance, due mainly to additional health and safety costs that were incurred in January but missed from the reforecast exercise and therefore, and the phasing of staffing budget in Student Opportunities.

#### 5. Cash Position

The Union's cash position at the end of period 7 is detailed below:

£	28 Feb 2021	31 July 2020	Increase/ (Decrease)
Cash	3,746,166	776,613	2,969,553
Investments	-	1,534,516	(1,534,516)
	<u>3,746,166</u>	<u>2,311,129</u>	<u>1,435,037</u>

The increase from the P6 management accounts is mainly due to the receipt of the Q3 block grant (£459k) in the period.

This is attributable to both CSPs and the Union, and illustrated below. Whilst this looks like a particularly positive position for the Union, creditors have increased by £1,042k in the same period which is largely a result of outstanding payroll costs (£825k) to be settled with the College.

£	28 Feb 2021	31 July 2020	Increase/ (Decrease)
CSP Restricted Reserves	2,151,612	1,817,296	334,316
Union Reserves	1,594,554	493,833	1,100,721
	<u>3,746,166</u>	<u>2,311,129</u>	<u>1,435,037</u>

Imperial College Union  
**Management Accounts February 2021**  
 Union

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Block Grant	157,101	157,101	(0)	1,099,707	1,099,707	(0)	1,094,129	1,885,213	1,885,213
Other Income	28,217	28,307	(89)	298,131	297,368	763	250,846	322,439	393,459
Retail Contribution	(14,686)	(15,817)	1,131	(72,924)	(73,717)	793	141,738	102,849	(165,071)
Venues Contribution	(10,368)	(5,821)	(4,546)	(73,592)	(62,454)	(11,138)	101,839	(34,156)	(94,350)
<b>Income Total</b>	<b>160,265</b>	<b>163,769</b>	<b>(3,504)</b>	<b>1,251,322</b>	<b>1,260,904</b>	<b>(9,582)</b>	<b>1,588,552</b>	<b>2,276,344</b>	<b>2,019,251</b>
<b>Expenditure</b>									
Education & Welfare	(191)	(1,412)	1,221	(19,258)	(20,479)	1,221	(65,194)	(80,860)	(59,240)
Advice & Support	(3,158)	(3,134)	(25)	(32,283)	(32,258)	(25)	(28,000)	(51,737)	(47,936)
Student Opportunities & Development	(39,528)	(39,106)	(422)	(325,194)	(322,758)	(2,436)	(181,171)	(589,040)	(521,413)
Minibus Service	(2,180)	(2,143)	(37)	(16,124)	(16,033)	(92)	(48,656)	(55,467)	(31,082)
Marketing & Communications	(11,936)	(11,800)	(136)	(99,033)	(98,875)	(159)	(153,103)	(169,471)	(163,348)
Leadership & Governance	(51,231)	(49,811)	(1,420)	(477,306)	(471,484)	(5,822)	(540,081)	(770,529)	(712,088)
Finance	(14,289)	(14,691)	401	(92,156)	(92,201)	45	(124,599)	(171,491)	(165,644)
Systems	(15,957)	(16,523)	566	(126,254)	(126,617)	363	(114,566)	(242,085)	(221,310)
Central Services	(3,485)	(7,408)	3,923	(73,057)	(76,747)	3,690	(141,813)	(113,228)	(115,650)
<b>Expenditure Total</b>	<b>(141,955)</b>	<b>(146,026)</b>	<b>4,071</b>	<b>(1,260,666)</b>	<b>(1,257,451)</b>	<b>(3,214)</b>	<b>(1,397,182)</b>	<b>(2,243,908)</b>	<b>(2,037,711)</b>
<b>Operating Surplus/(Deficit)</b>	<b>18,310</b>	<b>17,744</b>	<b>566</b>	<b>(9,343)</b>	<b>3,453</b>	<b>(12,796)</b>	<b>191,370</b>	<b>32,436</b>	<b>(18,460)</b>
Depreciation	(18,701)	(17,871)	(829)	(137,472)	(136,643)	(829)	(155,849)	(243,038)	(226,000)
Restructuring Costs	(350)	-	(350)	(153,550)	(153,200)	(350)	-	(161,860)	(153,200)
<b>Total Surplus/(Deficit)</b>	<b>(741)</b>	<b>(128)</b>	<b>(613)</b>	<b>(300,366)</b>	<b>(286,390)</b>	<b>(13,976)</b>	<b>35,520</b>	<b>(372,462)</b>	<b>(397,660)</b>

Imperial College Union  
**Management Accounts February 2021**  
 Education & Welfare

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
<b>General</b>									
Grant Receivable	-	-	-	-	-	-	2,000	-	-
<b>General Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,000</u>	<u>-</u>	<u>-</u>
<b>Income Total</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,000</u>	<u>-</u>	<u>-</u>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	-	-	-	(14,861)	(14,861)	-	(56,617)	(58,320)	(40,000)
Temporary Staff	-	-	-	-	-	-	10	(750)	-
<b>Staff Costs Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(14,861)</u>	<u>(14,861)</u>	<u>-</u>	<u>(56,607)</u>	<u>(59,070)</u>	<u>(40,000)</u>
<b>Operational Costs</b>									
Teaching Awards	-	-	-	(1,936)	(1,936)	-	-	(5,000)	(6,000)
Student Rep Network	-	(250)	250	-	(250)	250	(2,411)	(1,500)	(1,500)
Liberation Groups	-	(783)	783	(300)	(1,083)	783	228	(5,000)	(5,000)
Elections	-	-	-	-	-	-	-	(4,000)	(2,500)
Campaigns	-	(115)	115	(311)	(425)	115	(351)	(2,500)	(1,000)
Consumables	-	-	-	-	-	-	(7)	-	-
Hospitality	-	-	-	-	-	-	(112)	-	-
Printing Costs	-	-	-	-	-	-	(15)	-	-
Publicity	-	-	-	-	-	-	(23)	-	-
Recruitment Cost	-	-	-	-	-	-	(3,519)	-	-
Stationery	-	-	-	-	-	-	(8)	-	-
Subscriptions	(191)	(263)	73	(1,851)	(1,924)	73	-	(3,240)	(3,240)
Telephones	-	-	-	-	-	-	(194)	-	-
Training	-	-	-	-	-	-	(426)	-	-
Travel	-	-	-	-	-	-	(84)	(550)	-
<b>Operational Costs Subtotal</b>	<u>(191)</u>	<u>(1,412)</u>	<u>1,221</u>	<u>(4,397)</u>	<u>(5,618)</u>	<u>1,221</u>	<u>(6,923)</u>	<u>(21,790)</u>	<u>(19,240)</u>
<b>Expenditure Total</b>	<u>(191)</u>	<u>(1,412)</u>	<u>1,221</u>	<u>(19,258)</u>	<u>(20,479)</u>	<u>1,221</u>	<u>(63,530)</u>	<u>(80,860)</u>	<u>(59,240)</u>
<b>Net Surplus/(Deficit)</b>	<u>(191)</u>	<u>(1,412)</u>	<u>1,221</u>	<u>(19,258)</u>	<u>(20,479)</u>	<u>1,221</u>	<u>(61,530)</u>	<u>(80,860)</u>	<u>(59,240)</u>

Imperial College Union  
**Management Accounts February 2021**  
 Advice & Support

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(2,942)	(2,940)	(2)	(31,528)	(31,526)	(2)	(25,015)	(47,187)	(46,236)
<b>Staff Coss Subtotal</b>	<b>(2,942)</b>	<b>(2,940)</b>	<b>(2)</b>	<b>(31,528)</b>	<b>(31,526)</b>	<b>(2)</b>	<b>(25,015)</b>	<b>(47,187)</b>	<b>(46,236)</b>
<b>Operational Costs</b>									
Affiliation Fees	(41)	(42)	0	(182)	(182)	0	(1,125)	(390)	(390)
Carriage	-	-	-	-	-	-	(11)	-	-
Consumables	-	-	-	-	-	-	(7)	-	-
Hospitality	-	-	-	-	-	-	(25)	-	-
Insurance	(19)	(24)	5	(132)	(138)	5	-	(260)	(260)
Legal & Professional	-	-	-	-	-	-	(570)	-	-
Licences	-	-	-	-	-	-	-	-	-
Printing Costs	-	-	-	-	-	-	(182)	(1,000)	-
Publicity	-	(42)	42	-	(42)	42	(216)	(1,100)	(250)
Research	-	-	-	-	-	-	-	(1,000)	-
Subscriptions	(57)	(86)	29	(342)	(371)	29	(683)	(800)	(800)
Telephones	-	-	-	-	-	-	(167)	-	-
Training	(99)	-	(99)	(99)	-	(99)	-	-	-
<b>Operational Costs Subtotal</b>	<b>(216)</b>	<b>(194)</b>	<b>(23)</b>	<b>(755)</b>	<b>(732)</b>	<b>(23)</b>	<b>(2,986)</b>	<b>(4,550)</b>	<b>(1,700)</b>
<b>Expenditure Total</b>	<b>(3,158)</b>	<b>(3,134)</b>	<b>(25)</b>	<b>(32,283)</b>	<b>(32,258)</b>	<b>(25)</b>	<b>(28,000)</b>	<b>(51,737)</b>	<b>(47,936)</b>
<b>Net Surplus/(Deficit)</b>	<b>(3,158)</b>	<b>(3,134)</b>	<b>(25)</b>	<b>(32,283)</b>	<b>(32,258)</b>	<b>(25)</b>	<b>(28,000)</b>	<b>(51,737)</b>	<b>(47,936)</b>

Imperial College Union  
**Management Accounts February 2021**  
 Student Opportunities & Development

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Associate Membership Fees	-	124	(124)	258	382	(124)	19,507	16,044	1,000
Life Membership Fees	100	74	26	1,656	1,630	26	3,845	5,457	2,000
Other Fees & Sales	-	-	-	-	-	-	26,809	2,192	-
<b>Income Total</b>	<b>100</b>	<b>198</b>	<b>(98)</b>	<b>1,915</b>	<b>2,012</b>	<b>(98)</b>	<b>50,162</b>	<b>23,693</b>	<b>3,000</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(19,559)	(19,560)	1	(138,057)	(136,044)	(2,013)	(123,621)	(231,669)	(235,570)
Temporary Staff	-	-	-	189	189	0	(11,226)	(7,500)	189
<b>Staff Costs Subtotal</b>	<b>(19,559)</b>	<b>(19,560)</b>	<b>1</b>	<b>(137,868)</b>	<b>(135,855)</b>	<b>(2,013)</b>	<b>(134,847)</b>	<b>(239,169)</b>	<b>(235,381)</b>
<b>Operational Costs</b>									
Affiliation Fees	-	(0)	0	1	1	0	(7,632)	-	(0)
Card Commission	0	(451)	451	(1,297)	(1,747)	451	(11,097)	(12,000)	(4,000)
Cleaning	-	-	-	-	-	-	(250)	-	-
Consumables	-	-	-	-	-	-	(1,178)	-	-
CSP Grants	(18,551)	(18,550)	(0)	(182,852)	(182,851)	(0)	-	(328,602)	(275,602)
Cultural Activities	-	-	-	-	-	-	(5,233)	-	-
Engraving & Signwriting	-	-	-	-	-	-	(2,076)	(1,400)	(1,400)
Entrance Fee Competition	-	(0)	0	(50)	(50)	0	(2,671)	-	(50)
Entrance Fee Conference	-	-	-	-	-	-	(1,611)	-	-
Equipment Hire	-	0	(0)	(33)	(33)	(0)	(3,324)	(400)	(33)
Equipment Purchase	(377)	(81)	(296)	(893)	(597)	(296)	(2,614)	-	(1,000)
Fines Expend	-	-	-	50	50	-	(830)	-	50
Goods for Resale	-	-	-	-	-	-	-	-	-
Grants Payable	-	-	-	-	-	-	(500)	(500)	-
Ground Hire	-	-	-	-	-	-	(432)	-	-
Health & Safety	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	(772)	-	-
Instructors	-	-	-	-	-	-	-	-	-
Insurance	-	(325)	325	-	(325)	325	-	(1,952)	(1,952)
Late Taxes	-	-	-	-	-	-	(18)	-	-
Legal & Professional	(650)	-	(650)	(650)	-	(650)	-	-	-
Maintenance	(392)	-	(392)	(427)	(35)	(392)	(138)	-	(35)
Maintenance Contracts	-	-	-	-	-	-	-	-	-
Postage	-	-	-	(10)	(10)	-	-	-	(10)
Printing Costs	-	-	-	-	-	-	(620)	(2,717)	-
Publicity	-	-	-	-	-	-	(156)	(200)	-
Recruitment Costs	-	-	-	-	-	-	(3,354)	-	-
Referees	-	-	-	-	-	-	-	-	-
Staff Subsistence	-	-	-	-	-	-	(110)	-	-
Staff Training	-	-	-	-	-	-	-	-	-
Student Training	-	-	-	-	-	-	(30)	(1,900)	-
Subscriptions	-	(20)	20	(383)	(402)	20	(281)	-	(500)
Telephones	-	-	-	-	-	-	(501)	-	-
Travel	-	-	-	-	-	-	(192)	(200)	-
Uniforms	-	-	-	-	-	-	(93)	-	-
Other	-	(120)	120	(783)	(902)	120	(614)	-	(1,500)
<b>Operational Costs Subtotal</b>	<b>(19,969)</b>	<b>(19,546)</b>	<b>(423)</b>	<b>(187,326)</b>	<b>(186,903)</b>	<b>(423)</b>	<b>(46,325)</b>	<b>(349,871)</b>	<b>(286,032)</b>
<b>Expenditure Total</b>	<b>(39,528)</b>	<b>(39,106)</b>	<b>(422)</b>	<b>(325,194)</b>	<b>(322,758)</b>	<b>(2,436)</b>	<b>(181,171)</b>	<b>(589,040)</b>	<b>(521,413)</b>
<b>Net Surplus/(Deficit)</b>	<b>(39,428)</b>	<b>(38,908)</b>	<b>(520)</b>	<b>(323,279)</b>	<b>(320,745)</b>	<b>(2,534)</b>	<b>(131,009)</b>	<b>(565,347)</b>	<b>(518,413)</b>



Imperial College Union  
**Management Accounts February 2021**  
Minibus Service

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Minibus Sales	-	(0)	0	208	208	0	75,631	50,000	208
Profit on disposal of Fixed Assets	-	-	-	4,052	4,052	-	-	-	12,490
<b>Income Total</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>4,261</b>	<b>4,261</b>	<b>0</b>	<b>75,631</b>	<b>50,000</b>	<b>12,698</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	-	-	-	-	-	-	(10,195)	-	-
Temporary Staff	-	0	(0)	(74)	(74)	(0)	(12,512)	(350)	(74)
<b>Staff Costs Subtotal</b>	<b>-</b>	<b>0</b>	<b>(0)</b>	<b>(74)</b>	<b>(74)</b>	<b>(0)</b>	<b>(22,707)</b>	<b>(350)</b>	<b>(74)</b>
<b>Operational Costs</b>									
Cleaning	-	-	-	-	-	-	-	(600)	-
Consumables	-	-	-	-	-	-	(91)	(372)	-
Equipment Hire	-	-	-	-	-	-	(4,500)	(10,178)	-
Equipment Purchase	-	-	-	-	-	-	(29)	-	-
Fines	(95)	-	(95)	(373)	(278)	(95)	(390)	-	(278)
Fuel	55	-	55	(50)	(50)	-	(107)	-	(50)
Insurance	(1,698)	(1,698)	-	(11,886)	(11,886)	-	(11,536)	(20,376)	(20,376)
Introductions	-	-	-	-	-	-	-	(1,417)	-
Legal & Professional	-	-	-	-	-	-	(233)	-	-
Licences	(168)	(79)	(89)	(1,196)	(1,107)	(89)	(1,105)	(2,628)	(1,500)
Maintenance	-	-	-	(665)	(665)	-	(8,678)	(10,500)	(5,000)
Maintenance Contracts	(274)	(291)	17	(1,812)	(1,829)	17	(1,708)	(1,692)	(3,285)
Parking	-	(75)	75	-	(75)	75	(1,443)	(1,516)	(450)
Sports Training	-	-	-	-	-	-	-	(5,838)	-
Telephones	-	-	-	-	-	-	(62)	-	-
Travel	-	(0)	0	(69)	(69)	0	4,498	-	(69)
Other	-	-	-	-	-	-	(564)	-	-
<b>Operational Costs Subtotal</b>	<b>(2,180)</b>	<b>(2,143)</b>	<b>(37)</b>	<b>(16,050)</b>	<b>(15,959)</b>	<b>(92)</b>	<b>(25,949)</b>	<b>(55,117)</b>	<b>(31,008)</b>
<b>Expenditure Total</b>	<b>(2,180)</b>	<b>(2,143)</b>	<b>(37)</b>	<b>(16,124)</b>	<b>(16,033)</b>	<b>(92)</b>	<b>(48,656)</b>	<b>(55,467)</b>	<b>(31,082)</b>
<b>Net Surplus/(Deficit)</b>	<b>(2,180)</b>	<b>(2,143)</b>	<b>(37)</b>	<b>(11,864)</b>	<b>(11,772)</b>	<b>(91)</b>	<b>26,975</b>	<b>(5,467)</b>	<b>(18,384)</b>

Imperial College Union  
**Management Accounts February 2021**  
**Marketing & Communication**

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Advertising Sales	4,167	2,381	1,786	27,882	26,096	1,786	53,163	65,000	38,000
Refreshers	-	-	-	-	-	-	-	6,000	-
Freshers Fair	-	-	-	16,660	16,660	-	39,272	-	18,660
Donations	-	-	-	852	-	852	-	-	-
Other	-	1,583	(1,583)	-	1,583	(1,583)	210	-	9,500
<b>Income Total</b>	<b>4,167</b>	<b>3,964</b>	<b>202</b>	<b>45,394</b>	<b>44,339</b>	<b>1,054</b>	<b>92,644</b>	<b>71,000</b>	<b>66,160</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(10,790)	(11,002)	212	(75,004)	(75,216)	212	(103,924)	(120,081)	(130,228)
Temporary Staff	-	-	-	(198)	(198)	-	(10,176)	(7,500)	(198)
<b>Staff Costs Subtotal</b>	<b>(10,790)</b>	<b>(11,002)</b>	<b>212</b>	<b>(75,202)</b>	<b>(75,414)</b>	<b>212</b>	<b>(114,100)</b>	<b>(127,581)</b>	<b>(130,426)</b>
<b>Operational Costs</b>									
Carriage	-	-	-	-	-	-	(7)	-	-
Cleaning	-	-	-	-	-	-	-	-	-
Consumables	-	-	-	-	-	-	(2,999)	(2,500)	-
Equipment Hire	-	-	-	-	-	-	(7,349)	-	-
Equipment Purchase	-	-	-	-	-	-	(77)	(480)	-
Felix Printing	-	-	-	(4,827)	(4,827)	-	(12,514)	(21,000)	(10,000)
Hospitality	-	-	-	-	-	-	-	-	-
Irrecoverable VAT	-	-	-	-	-	-	(955)	-	-
Late Taxes	-	-	-	-	-	-	(8)	-	-
Licences	(242)	(364)	122	(1,060)	(1,182)	122	(7,318)	(5,300)	(3,000)
Printing Costs	-	-	-	(1,335)	(1,335)	(0)	(4,190)	(1,550)	(1,335)
Publicity	(9)	(79)	71	(533)	(603)	71	(2,132)	(5,920)	(1,000)
Staff Subsistence	-	0	(0)	(16)	(16)	(0)	-	-	(16)
Subscriptions	(174)	(355)	181	(1,354)	(1,535)	181	(1,730)	(4,320)	(3,309)
Systems, Software & Development	(722)	(0)	(722)	(13,056)	(12,311)	(744)	(156)	-	(12,311)
Telephones	-	-	-	-	-	-	(248)	-	-
Training	-	-	-	-	-	-	297	-	-
Travel	-	-	-	-	-	-	-	(500)	-
Uniforms	-	-	-	(451)	(451)	-	-	(320)	(451)
Other	-	-	-	(1,200)	(1,200)	-	383	-	(1,500)
<b>Operational Costs Subtotal</b>	<b>(1,146)</b>	<b>(798)</b>	<b>(349)</b>	<b>(23,831)</b>	<b>(23,460)</b>	<b>(371)</b>	<b>(39,003)</b>	<b>(41,890)</b>	<b>(32,922)</b>
<b>Expenditure Total</b>	<b>(11,936)</b>	<b>(11,800)</b>	<b>(136)</b>	<b>(99,033)</b>	<b>(98,875)</b>	<b>(159)</b>	<b>(153,103)</b>	<b>(169,471)</b>	<b>(163,348)</b>
<b>Net Surplus/(Deficit)</b>	<b>(7,770)</b>	<b>(7,836)</b>	<b>66</b>	<b>(53,640)</b>	<b>(54,536)</b>	<b>896</b>	<b>(60,459)</b>	<b>(98,471)</b>	<b>(97,188)</b>

Imperial College Union  
**Management Accounts February 2021**  
 Leadership & Governance

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Block Grant	157,101	157,101	(0)	1,099,707	1,099,707	(0)	1,094,129	1,885,213	1,885,213
ADF Transfer	5,385	5,385	-	37,695	37,695	-	-	64,620	64,620
Other	18,083	18,760	(677)	174,921	175,598	(677)	10,125	93,126	213,118
<b>Income Total</b>	<b>180,569</b>	<b>181,246</b>	<b>(677)</b>	<b>1,312,323</b>	<b>1,313,000</b>	<b>(677)</b>	<b>1,104,254</b>	<b>2,042,959</b>	<b>2,162,951</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(38,352)	(38,353)	1	(259,672)	(259,673)	1	(479,654)	(495,644)	(484,984)
Temporary Staff	-	-	-	-	-	-	(8,351)	-	-
Payroll Contingency	-	-	-	(131,010)	(131,010)	-	-	(153,934)	(131,010)
Outsourced Head of Finance	(4,000)	(4,000)	-	(35,000)	(35,000)	-	-	(30,500)	(38,000)
<b>Staff Costs Subtotal</b>	<b>(42,352)</b>	<b>(42,353)</b>	<b>1</b>	<b>(425,682)</b>	<b>(425,683)</b>	<b>1</b>	<b>(488,006)</b>	<b>(680,078)</b>	<b>(653,994)</b>
<b>Operational Costs</b>									
Accommodation	-	(0)	0	(63)	(63)	0	-	-	(63)
Decorations	-	-	-	-	-	-	(68)	-	-
Depreciation	(18,701)	(17,871)	(829)	(137,472)	(136,643)	(829)	(155,849)	(243,038)	(226,000)
Equipment Hire	-	(109)	109	(16,026)	(16,135)	109	-	-	(16,678)
Equipment Purchase	-	0	(0)	(109)	(109)	(0)	(383)	-	(109)
General Contingency	-	(1,200)	1,200	-	(1,200)	1,200	-	(59,192)	(7,200)
Governance Development	-	(167)	167	-	(167)	167	-	(3,000)	(1,000)
Grants Payable	-	-	-	-	-	-	-	-	-
Health & Safety	(260)	-	(260)	(21,662)	(17,000)	(4,662)	-	(13,554)	(17,000)
Hospitality	-	(19)	19	(87)	(106)	19	(1,586)	(1,405)	(200)
Irrecoverable VAT	0	-	0	0	-	0	(1,940)	-	-
Legal & Professional	-	-	-	-	-	-	(11,986)	-	-
Maintenance	-	-	-	(345)	(345)	-	-	-	(345)
Licences	-	-	-	-	-	-	(42)	-	-
OT Induction & Training	-	(518)	518	(1,390)	(1,908)	518	(3,857)	(4,500)	(4,500)
Printing Costs	-	-	-	-	-	-	(3,998)	-	-
Publicity	-	-	-	-	-	-	(89)	-	-
Recruitment Costs	(500)	-	(500)	(500)	-	(500)	(16,910)	-	-
Stationery	-	-	-	-	-	-	(44)	-	-
Subscriptions	-	-	-	-	-	-	(1,077)	-	-
Telephones	-	-	-	-	-	-	(992)	-	-
Training	(3,120)	(446)	(2,674)	(5,445)	(2,771)	(2,674)	(13,445)	(7,300)	(5,000)
Travel	-	-	-	-	-	-	(464)	-	-
Trustee Travel	-	-	-	-	-	-	(494)	(1,500)	-
Other	(5,000)	(5,000)	-	(5,999)	(5,999)	-	5,299	-	(5,999)
<b>Operational Costs Subtotal</b>	<b>(27,580)</b>	<b>(25,330)</b>	<b>(2,250)</b>	<b>(189,096)</b>	<b>(182,444)</b>	<b>(6,652)</b>	<b>(207,925)</b>	<b>(333,489)</b>	<b>(284,094)</b>
<b>Expenditure Total</b>	<b>(69,932)</b>	<b>(67,683)</b>	<b>(2,249)</b>	<b>(614,778)</b>	<b>(608,127)</b>	<b>(6,652)</b>	<b>(695,930)</b>	<b>#####</b>	<b>(938,088)</b>
<b>Net Surplus/(Deficit)</b>	<b>110,637</b>	<b>113,564</b>	<b>(2,927)</b>	<b>697,545</b>	<b>704,874</b>	<b>(7,329)</b>	<b>408,323</b>	<b>1,029,392</b>	<b>1,224,863</b>

Imperial College Union  
**Management Accounts February 2021**  
 Finance

	February 2021			Year to Date (7 months)			Year To Date Last Year	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance		Budget	Forecast
<b>Income</b>									
Interest	-	(0)	0	5,920	5,920	0	19,345	20,000	5,920
Investment Net Income	483	(0)	483	26,359	25,876	483	-	-	25,876
<b>Income Total</b>	<b>483</b>	<b>(0)</b>	<b>483</b>	<b>32,279</b>	<b>31,796</b>	<b>483</b>	<b>19,345</b>	<b>20,000</b>	<b>31,796</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(9,247)	(9,249)	2	(64,415)	(64,417)	2	(105,491)	(147,442)	(110,654)
Temporary Staff	(4,098)	(4,050)	(48)	(28,480)	(28,432)	(48)	(11,846)	-	(48,682)
<b>Staff Costs Subtotal</b>	<b>(13,345)</b>	<b>(13,299)</b>	<b>(45)</b>	<b>(92,895)</b>	<b>(92,849)</b>	<b>(45)</b>	<b>(117,337)</b>	<b>(147,442)</b>	<b>(159,336)</b>
<b>Operational Costs</b>									
Bad Debts	-	-	-	19,874	19,874	-	70	-	19,874
Bank Charges	(105)	(139)	34	(1,041)	(1,075)	34	(3,427)	(7,243)	(1,769)
Irrecoverable VAT	(548)	(884)	336	(10,243)	(10,579)	336	(859)	(12,715)	(15,000)
Legal & Professional	-	(5)	5	(4,967)	(4,973)	5	-	-	(5,000)
Licences	(24)	(24)	(0)	(232)	(231)	(0)	-	(270)	(351)
Loss on Disposal of Assets	-	-	-	-	-	-	-	-	-
Maintenance Contracts	(119)	(310)	191	(1,427)	(1,618)	191	(1,665)	(2,920)	(3,170)
Postage	-	-	-	-	-	-	-	-	-
Recruitment Cost	-	-	-	-	-	-	(395)	-	-
Subscriptions	-	-	-	(555)	(555)	-	(667)	(536)	(555)
Systems, Software & Development	(28)	(28)	1	(193)	(194)	1	(8)	(365)	(336)
Telephones	-	-	-	-	-	-	(311)	-	-
Other	(121)	-	(121)	(477)	-	(477)	-	-	-
<b>Operational Costs Subtotal</b>	<b>(944)</b>	<b>(1,391)</b>	<b>447</b>	<b>738</b>	<b>648</b>	<b>90</b>	<b>(7,262)</b>	<b>(24,049)</b>	<b>(6,308)</b>
<b>Expenditure Total</b>	<b>(14,289)</b>	<b>(14,691)</b>	<b>401</b>	<b>(92,156)</b>	<b>(92,201)</b>	<b>45</b>	<b>(124,599)</b>	<b>(171,491)</b>	<b>(165,644)</b>
<b>Net Surplus/(Deficit)</b>	<b>(13,806)</b>	<b>(14,691)</b>	<b>884</b>	<b>(59,877)</b>	<b>(60,404)</b>	<b>527</b>	<b>(105,254)</b>	<b>(151,491)</b>	<b>(133,848)</b>

Imperial College Union  
**Management Accounts February 2021**  
Systems

	February 2021			Year to Date (7 months)			Year To Date Last Year	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance		Budget	Forecast
<b>Income</b>									
<b>General</b>									
Goods & Services	-	-	-	1,667	1,667	-	-	-	2,067
<b>General Subtotal</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,667</u>	<u>1,667</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,067</u>
<b>Income Total</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,667</u>	<u>1,667</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>2,067</u>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(15,554)	(15,555)	1	(122,752)	(122,753)	1	(97,238)	(230,251)	(212,610)
Temporary Staff	(0)	(58)	58	(151)	(209)	58	(613)	-	(500)
<b>Staff Costs Subtotal</b>	<u>(15,554)</u>	<u>(15,613)</u>	<u>59</u>	<u>(122,903)</u>	<u>(122,962)</u>	<u>59</u>	<u>(97,851)</u>	<u>(230,251)</u>	<u>(213,110)</u>
<b>Operational Costs</b>									
Equipment Purchase	-	(497)	497	(17)	(515)	497	(1,238)	-	(3,000)
Irrecoverable VAT	-	-	-	-	-	-	(234)	-	-
Maintenance	-	-	-	(203)	-	(203)	(690)	-	-
Maintenance Contracts	-	(33)	33	(500)	(533)	33	(4,120)	(7,334)	(700)
Recruitment Cost	-	-	-	-	-	-	(7,176)	-	-
Systems, Software & Development	(403)	(379)	(24)	(2,631)	(2,607)	(24)	(2,971)	(4,500)	(4,500)
Telephones	-	-	-	-	-	-	(186)	-	-
Training	-	-	-	-	-	-	(99)	-	-
<b>Operational Costs Subtotal</b>	<u>(403)</u>	<u>(909)</u>	<u>506</u>	<u>(3,351)</u>	<u>(3,655)</u>	<u>304</u>	<u>(16,714)</u>	<u>(11,834)</u>	<u>(8,200)</u>
<b>Expenditure Total</b>	<u>(15,957)</u>	<u>(16,523)</u>	<u>566</u>	<u>(126,254)</u>	<u>(126,617)</u>	<u>363</u>	<u>(114,566)</u>	<u>(242,085)</u>	<u>(221,310)</u>
<b>Net Surplus/(Deficit)</b>	<u>(15,957)</u>	<u>(16,523)</u>	<u>566</u>	<u>(124,587)</u>	<u>(124,951)</u>	<u>363</u>	<u>(114,566)</u>	<u>(242,085)</u>	<u>(219,244)</u>

Imperial College Union  
**Management Accounts February 2021**  
 HR & Central Services

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
Profit on Disposal of Assets	-	-	-	-	-	-	(759)	-	-
Other	-	-	-	-	-	-	35	-	-
<b>Income Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(724)</b>	<b>-</b>	<b>-</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(3,137)	(3,138)	1	(21,817)	(21,818)	1	(57,353)	(37,503)	(37,503)
Temporary Staff	-	(0)	0	126	126	0	(11,086)	-	126
<b>Staff Costs Subtotal</b>	<b>(3,137)</b>	<b>(3,138)</b>	<b>1</b>	<b>(21,691)</b>	<b>(21,692)</b>	<b>1</b>	<b>(68,439)</b>	<b>(37,503)</b>	<b>(37,377)</b>
<b>Operational Costs</b>									
Cleaning	2,379	(2,709)	5,088	(31,988)	(37,075)	5,088	(40,959)	(48,380)	(50,621)
Engraving & Signwriting	-	-	-	-	-	-	(1,420)	-	-
Equipment Hire	(1,855)	(965)	(891)	(14,000)	(13,109)	(891)	(12,105)	(17,932)	(17,932)
Equipment Purchase	-	-	-	(247)	(247)	-	(1,972)	-	(247)
Ground Hire	-	-	-	-	-	-	(65)	-	-
Health & Safety	-	-	-	-	-	-	-	-	-
Hospitality	-	-	-	-	-	-	(341)	-	-
Irrecoverable VAT	-	-	-	-	-	-	(3,979)	-	-
Loss of Disposal of Assets	-	-	-	-	-	-	-	-	-
Maintenance	-	-	-	-	-	-	(3,179)	-	-
Postage	-	0	(0)	(236)	(164)	(72)	(234)	(140)	(163)
Recruitment Costs	(280)	-	(280)	(500)	(220)	(280)	275	-	(220)
Stationery	-	-	-	-	-	-	(2,036)	(1,096)	-
Subscriptions	-	-	-	-	-	-	-	-	-
Systems, Software & Development	-	-	-	(160)	-	(160)	(39)	-	-
Telephones	(592)	(596)	4	(4,015)	(4,019)	4	(623)	(6,137)	(7,000)
Training	-	-	-	(50)	(50)	-	(2,780)	-	(50)
Wellbeing	-	-	-	(171)	(171)	-	(3,872)	(2,040)	(2,040)
Other	-	-	-	-	-	-	(44)	-	-
<b>Operational Costs Subtotal</b>	<b>(348)</b>	<b>(4,270)</b>	<b>3,921</b>	<b>(51,366)</b>	<b>(55,055)</b>	<b>3,689</b>	<b>(73,374)</b>	<b>(75,725)</b>	<b>(78,273)</b>
<b>Expenditure Total</b>	<b>(3,485)</b>	<b>(7,408)</b>	<b>3,923</b>	<b>(73,057)</b>	<b>(76,747)</b>	<b>3,690</b>	<b>(141,813)</b>	<b>(113,228)</b>	<b>(115,650)</b>
<b>Net Surplus/(Deficit)</b>	<b>(3,485)</b>	<b>(7,408)</b>	<b>3,923</b>	<b>(73,057)</b>	<b>(76,747)</b>	<b>3,690</b>	<b>(142,536)</b>	<b>(113,228)</b>	<b>(115,650)</b>

Imperial College Union  
Management Accounts February 2021  
Retail

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
<b>Sales</b>									
Union Shop	-	-	-	51,501	51,501	-	460,597	386,301	51,501
Shop Extra	-	-	-	-	-	-	340,108	286,250	-
Online	4,975	4,627	348	40,762	40,414	348	18,493	14,700	63,551
Sales Commission	-	-	-	-	-	-	-	2,500	-
Overage/Shortage	-	-	-	(55)	(55)	-	57	-	(10,800)
<b>Sales Subtotal</b>	<b>4,975</b>	<b>4,627</b>	<b>348</b>	<b>92,208</b>	<b>91,860</b>	<b>348</b>	<b>819,256</b>	<b>689,751</b>	<b>104,252</b>
<b>Cost of Sales</b>									
Union Shop	-	-	-	(21,771)	(21,771)	0	(223,117)	(185,424)	(21,771)
Shop Extra	-	-	-	(4,321)	(4,321)	-	(208,022)	(177,475)	(4,321)
Online	(2,077)	(2,956)	880	(14,340)	(15,219)	880	(7,030)	(7,056)	(30,000)
Carriage	(1,196)	(1,251)	55	(8,941)	(8,997)	55	(4,517)	(3,675)	(15,252)
<b>Cost of Sales Subtotal</b>	<b>(3,272)</b>	<b>(4,207)</b>	<b>935</b>	<b>(49,373)</b>	<b>(50,308)</b>	<b>935</b>	<b>(442,686)</b>	<b>(373,630)</b>	<b>(71,344)</b>
<b>Gross Profit</b>	<b>1,703</b>	<b>420</b>	<b>1,283</b>	<b>42,835</b>	<b>41,553</b>	<b>1,283</b>	<b>376,570</b>	<b>316,120</b>	<b>32,908</b>
	<b>34%</b>	<b>9%</b>	<b>25%</b>	<b>46%</b>	<b>45%</b>	<b>1%</b>	<b>46%</b>	<b>46%</b>	<b>32%</b>
<b>Obsolete Stock</b>									
Sales	-	-	-	120,278	120,278	-	-	-	120,278
Cost of Sales	-	-	-	(120,336)	(120,336)	-	-	-	(120,336)
<b>Obsolete Stock Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(58)</b>	<b>(58)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(58)</b>
<b>Income Total</b>	<b>1,703</b>	<b>420</b>	<b>1,283</b>	<b>42,777</b>	<b>41,495</b>	<b>1,283</b>	<b>376,570</b>	<b>316,120</b>	<b>32,850</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(16,238)	(16,237)	(1)	(113,044)	(113,043)	(1)	(169,309)	(191,100)	(194,228)
Temporary Staff	-	-	-	-	-	-	(50,029)	-	-
<b>Staff Costs Subtotal</b>	<b>(16,238)</b>	<b>(16,237)</b>	<b>(1)</b>	<b>(113,044)</b>	<b>(113,043)</b>	<b>(1)</b>	<b>(219,338)</b>	<b>(191,100)</b>	<b>(194,228)</b>
<b>Operational Costs</b>									
Card Commission	-	-	-	(467)	(467)	-	(6,845)	(7,560)	(467)
Carriage	58	-	58	(64)	(122)	58	(3,069)	(2,863)	(122)
Carrier Bags	-	-	-	-	-	-	(23)	-	-
Consumables	(94)	(0)	(94)	(308)	(76)	(232)	(1,058)	(3,100)	(76)
Equipment Hire	(100)	-	(100)	(700)	(400)	(300)	(620)	(2,000)	(400)
Equipment Purchase	-	-	-	(495)	(495)	-	(96)	-	(495)
Health & Safety	(14)	-	(14)	(339)	(325)	(14)	-	-	(325)
Hospitality	-	-	-	-	-	-	35	-	-
Legal & Professional	-	-	-	-	-	-	(132)	-	-
Maintenance	-	-	-	-	-	-	(626)	-	-
Maintenance Contracts	-	-	-	-	-	-	-	(4,000)	-
Printing Costs	-	-	-	(57)	(57)	-	(268)	-	(57)
Recruitment Costs	-	-	-	-	-	-	-	-	-
Stationery	-	-	-	-	-	-	(83)	-	-
Stocktaker	-	-	-	24	24	0	(2,285)	(1,050)	(1,500)
Systems, Software & Development	-	-	-	-	-	-	-	-	-
Telephones	-	-	-	-	-	-	(422)	-	-
Travel	-	-	-	-	-	-	(2)	-	-
Other	-	-	-	(250)	(250)	-	-	(1,600)	(250)
<b>Operational Costs Subtotal</b>	<b>(150)</b>	<b>(0)</b>	<b>(150)</b>	<b>(2,657)</b>	<b>(2,169)</b>	<b>(488)</b>	<b>(15,494)</b>	<b>(22,172)</b>	<b>(3,693)</b>
<b>Expenditure Total</b>	<b>(16,388)</b>	<b>(16,237)</b>	<b>(151)</b>	<b>(115,701)</b>	<b>(115,212)</b>	<b>(489)</b>	<b>(234,832)</b>	<b>(213,272)</b>	<b>(197,921)</b>
<b>Net Surplus/(Deficit)</b>	<b>(14,686)</b>	<b>(15,817)</b>	<b>1,131</b>	<b>(72,924)</b>	<b>(73,717)</b>	<b>793</b>	<b>141,738</b>	<b>102,849</b>	<b>(165,071)</b>

Imperial College Union  
Management Accounts February 2021  
Venues

	February 2021			Year to Date (7 months)			Year To Date	Full Year	
	Actual	Forecast	Variance	Actual	Forecast	Variance	Last Year	Budget	Forecast
<b>Income</b>									
<b>Wet Sales</b>									
Core Sales	-	(0)	0	101,428	101,428	0	858,990	117,000	101,428
Welcome Weekends	-	-	-	-	-	-	-	6,000	-
Overage/Shortage	-	-	-	(1,551)	(1,551)	-	(125)	-	(5,351)
<b>Wet Sales Subtotal</b>	<b>-</b>	<b>(0)</b>	<b>0</b>	<b>99,877</b>	<b>99,877</b>	<b>0</b>	<b>858,864</b>	<b>123,000</b>	<b>96,077</b>
<b>Cost of Sales</b>	<b>(1,326)</b>	<b>(0)</b>	<b>(1,326)</b>	<b>(43,421)</b>	<b>(40,783)</b>	<b>(2,637)</b>	<b>(249,203)</b>	<b>(36,900)</b>	<b>(40,784)</b>
<b>Gross Profit</b>	<b>(1,326)</b>	<b>(0)</b>	<b>(1,326)</b>	<b>56,456</b>	<b>59,093</b>	<b>(2,637)</b>	<b>609,661</b>	<b>86,100</b>	<b>55,293</b>
	<b>-Infinity</b>	<b>700%</b>	<b>-Infinity</b>	<b>57%</b>	<b>59%</b>	<b>-3%</b>	<b>71%</b>	<b>70%</b>	<b>58%</b>
<b>Dry Sales</b>									
Core Sales	-	-	-	29,168	29,168	-	160,208	32,500	29,168
Welcome Weekends	-	-	-	-	-	-	-	375	-
Overage/Shortage	-	-	-	-	-	-	-	-	-
<b>Dry Sales Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>29,168</b>	<b>29,168</b>	<b>-</b>	<b>160,208</b>	<b>32,875</b>	<b>29,168</b>
<b>Cost of Sales</b>	<b>(3,367)</b>	<b>-</b>	<b>(3,367)</b>	<b>(13,027)</b>	<b>(9,951)</b>	<b>(3,076)</b>	<b>(70,668)</b>	<b>(13,808)</b>	<b>(9,951)</b>
<b>Gross Profit</b>	<b>(3,367)</b>	<b>-</b>	<b>(3,367)</b>	<b>16,141</b>	<b>19,217</b>	<b>(3,076)</b>	<b>89,540</b>	<b>19,067</b>	<b>19,217</b>
	<b>-Infinity</b>			<b>55%</b>	<b>66%</b>	<b>-11%</b>	<b>56%</b>	<b>58%</b>	<b>66%</b>
<b>Other Income</b>									
Ticket Income	-	-	-	-	-	-	37,022	1,500	-
Sales Commission	-	-	-	-	-	-	25,000	-	-
Room Hire & Events	-	-	-	-	-	-	153,414	-	-
<b>Other Income Subtotal</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>215,435</b>	<b>1,500</b>	<b>-</b>
<b>Income Total</b>	<b>(4,693)</b>	<b>(0)</b>	<b>(4,693)</b>	<b>72,597</b>	<b>78,311</b>	<b>(5,714)</b>	<b>914,637</b>	<b>106,667</b>	<b>74,510</b>
<b>Expenditure</b>									
<b>Staff Costs</b>									
Permanent Staff	(5,419)	(5,420)	1	(37,651)	(37,652)	1	(245,873)	(64,748)	(64,748)
Temporary Staff	(0)	(401)	401	(19,718)	(20,118)	401	(220,855)	(18,267)	(20,118)
Agency Staff	128	0	128	(52,045)	(51,405)	(640)	(118,562)	(25,187)	(51,405)
Welcome	-	-	-	-	-	-	-	(4,011)	-
Late Taxes	-	-	-	(322)	(322)	-	(5,704)	(1,200)	(322)
<b>Staff Costs Subtotal</b>	<b>(5,291)</b>	<b>(5,821)</b>	<b>530</b>	<b>(109,735)</b>	<b>(109,497)</b>	<b>(238)</b>	<b>(590,995)</b>	<b>(113,413)</b>	<b>(136,593)</b>
<b>Operational Costs</b>									
Accommodation	-	-	-	-	-	-	(178)	-	-
Card Commission	(351)	0	(352)	(1,943)	(1,131)	(813)	(5,653)	(3,015)	(1,130)
Carriage	-	-	-	(28)	(28)	-	(90)	-	(28)
Cleaning	273	-	273	(38)	(311)	273	(5,556)	(2,000)	(311)
Consumables	187	-	187	(9,380)	(9,276)	(104)	(22,761)	(3,018)	(9,276)
Crockery and Glasses	-	-	-	-	-	-	(639)	-	-
Decorations	-	-	-	(76)	(76)	-	(401)	-	(76)
Disposables	-	-	-	-	-	-	(6,968)	(4,426)	-
Engraving & Signwriting	-	-	-	(12)	(12)	-	-	-	(12)
Entertainment Acts	-	-	-	-	-	-	(19,341)	(1,000)	-
Equipment Hire	(371)	0	(371)	(3,318)	(2,065)	(1,253)	(22,335)	(800)	(2,065)
Equipment Purchase	-	-	-	(1,217)	(1,217)	-	(7,922)	-	(1,217)
Health & Safety	(241)	-	(241)	(241)	-	(241)	(300)	-	-
Hospitality	-	-	-	(1)	(1)	-	(609)	-	(1)
Irrecoverable VAT	-	-	-	-	-	-	(9,893)	-	-
Laundry	-	-	-	-	-	-	(367)	-	-
Legal & Professional	-	-	-	-	-	-	(2,481)	-	-
Licences	(295)	-	(295)	(3,154)	(2,100)	(1,054)	(5,691)	(2,002)	(2,100)
Maintenance	-	-	-	(103)	-	(103)	(8,640)	(1,167)	-
Maintenance Contracts	(330)	-	(330)	(2,223)	(1,650)	(573)	(330)	(5,299)	(1,650)
Printing Costs	-	-	-	(17)	(17)	-	(535)	(500)	(17)
Publicity	-	-	-	-	-	-	(56)	-	-
Quiz Prizes	-	-	-	(500)	(500)	-	-	(183)	(500)
Recruitment Costs	-	-	-	-	-	-	(1,414)	-	-
Security Staff	765	-	765	(10,431)	(11,196)	765	(79,126)	-	(11,196)
Stationery	-	-	-	-	-	-	(100)	-	-
Stocktaker	-	-	-	-	-	-	(7,858)	-	(1,000)
Subscriptions	(20)	0	(20)	(3,623)	(1,539)	(2,084)	(7,295)	(4,000)	(1,539)
Systems, Software & Development	-	-	-	(25)	(25)	-	(18)	-	(25)
Telephones	-	-	-	-	-	-	(672)	-	-
Training	-	-	-	-	-	-	(240)	-	-
Travel	-	-	-	(17)	(17)	-	(105)	-	(17)
Uniforms	-	-	-	-	-	-	(2,574)	-	-
Other	-	-	-	(106)	(106)	0	(1,656)	-	(106)
<b>Operational Costs Subtotal</b>	<b>(383)</b>	<b>0</b>	<b>(383)</b>	<b>(36,454)</b>	<b>(31,267)</b>	<b>(5,187)</b>	<b>(221,803)</b>	<b>(27,410)</b>	<b>(32,266)</b>
<b>Expenditure Total</b>	<b>(5,674)</b>	<b>(5,821)</b>	<b>147</b>	<b>(146,189)</b>	<b>(140,764)</b>	<b>(5,424)</b>	<b>(812,798)</b>	<b>(140,823)</b>	<b>(168,860)</b>
<b>Net Surplus/(Deficit)</b>	<b>(10,368)</b>	<b>(5,821)</b>	<b>(4,546)</b>	<b>(73,592)</b>	<b>(62,454)</b>	<b>(11,138)</b>	<b>101,839</b>	<b>(34,156)</b>	<b>(94,350)</b>



Imperial College Union  
Board of Trustees / 24 March 2021

**Casual Staff Pay Update [March 2021]**

Author(s): Ashley Cory (Systems Manager)  
Rob Scully (Director of Finance and Resources)

Purpose: To propose the implementation of the 2.2% increase in lowest paid casual staff in line with National Living Wage and a 1.6% pay increase for all other Casual Staff in line with the College approach and to propose further changes to pay in the future.

Decision(s): To approve

## 1. Current Context

### 1.1. National Living Wage Increase

In April 2021, the National Living Wage (NLW) and National Minimum Wage (NMW) will increase. Currently, we pay NLW to our lowest paid (category 1) casual staff.

This means that from April, unless we raise our lowest rate for casual staff to match the new NLW, we will not comply with UK employment law. Implementing the new NLW will increase our Category 1 staff pay rate as below:

- **Current** - Category 1 - £8.72 (with holiday pay £9.80)
- **New** - Category 1 - £8.91 (with holiday pay £9.99)

### 1.2. College Pay Increase

In December 2020, the College announced a 1.6% pay increase for all casual staff employed within College departments in line with the corresponding increase for permanent staff. This increase was effective from 7 December 2020.

The College is providing us with the opportunity to provide the same increase for our own casual staff, which it is recommended we implement. This paper aims to provide a summary of our current situation surrounding casual staff pay in comparison to the College and make a recommendation toward response.

### 1.3. Casual Staff Pay in ICU

Currently, ICU employs casual staff on one of four hourly pay categories:

- Category 1 - £8.72 (with holiday pay £9.80) **Current National Living Wage**
- Category 2 - £9.73 (with holiday pay £10.90)
- Category 3 - £10.95 (with holiday pay £12.28)
- Category 4 - £12.45 (with holiday pay £13.95)

These categories were defined in November 2017 as part of a review of the previous eight categories of pay and led to the creation of a Staff Competency Matrix found<sup>1</sup>.

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<sup>1</sup> <https://www.imperialcollegeunion.org/student-staff-competency-matrix>

The framework commits to raising hourly rates in line with annual National Living Wage increases. It does not commit to further wage increases and does not seem to be part of any wider policy surrounding pay and remuneration.

#### 1.4. Casual Staff Pay in the College

Currently, the College employs casual staff on a range of hourly pay rates that correspond to an equivalent annual salary for permanent staff. Rates are divided into levels 1-6 (with sub-levels) as per permanent staff salaries.

The lowest hourly rate that the College pays<sup>2</sup> is as follows:

- £9.97 (with holiday pay £11.17) **prior to 1.6% pay increase**
- £10.13 (with holiday pay £11.35) **after 1.6% pay increase**

This rate corresponds to Recreation Assistants. This demonstrates that the equivalent commercial roles in the College are clearly paid higher than those at ICU.

As hourly rates are intrinsically linked to permanent staff salary levels, increases in permanent staff pay also leads to increases in casual staff pay.

## 2. Analysis

A comparison of the lowest hourly rates in similar hospitality roles between ICU and the College reveals the following:

Work Type	Job Role	Basic Pay	Holiday Pay	Total Pay
Students' Union - Operations	Receptionist	£8.72	£1.06	£9.78
	Bar Staff	£8.72	£1.06	£9.78
	Catering Assistant	£8.72	£1.06	£9.78
	Events Assistant	£8.72	£1.06	£9.78
	Retail Assistant	£8.72	£1.06	£9.78
<b>Rates prior to 1.6% increase</b>				
Campus Services - Operations	Catering Assistant	£10.10	£1.22	£11.32
	Events Catering Assistant	£10.10	£1.22	£11.32
	Events Operations Assistant	£10.10	£1.22	£11.32
	Events Technician	£10.10	£1.22	£11.32
	Recreation Assistant	£9.97	£1.20	£11.17
	Sport Activator	£10.10	£1.22	£11.32
<b>Rates after 1.6% increase</b>				
Campus Services - Operations	Catering Assistant	£10.26	£1.24	£11.50
	Events Catering Assistant	£10.26	£1.24	£11.50

<sup>2</sup> All hourly rates can be found here: <https://www.imperial.ac.uk/media/imperial-college/administration-and-support-services/hr/public/salaries/job-families/Casual-Worker-rate-v2.pdf>

	Events Operations Assistant	£10.26	£1.24	£11.50
	Events Technician	£10.26	£1.24	£11.50
	Recreation Assistant	£10.13	£1.22	£11.35
	Sport Activator	£10.26	£1.24	£11.50

This shows a disparity in pay between ICU and the College, with ICU paying casual staff considerably less for similar roles.

This carries potential risk for ICU in the following ways:

- Decreased casual staff satisfaction and decreased motivation and productivity
- Perceived inequality between permanent and casual staff
- Undermining of ICU stance when campaigning for issues relating to student welfare
- Perceived lack of leadership deriving from a lack of clear policy on pay

### 3. Proposal

The following recommendations are made for the Trustee Board to consider and approve:

- i. That ICU implement the 2.2% increase in NLW detailed above for category 1 staff from 1 April 2021 to comply with UK law.
- ii. That ICU implement a 1.6% pay increase for casual staff in all other categories immediately from 1 April.

It should be noted that:

- i. Implementing the above changes will not bring parity in pay between ICU and the College but will mitigate in the short-term.
- ii. As part of the People and Culture Development Plan currently in progress and the 2021/22 budget planning, ICU will consider implementing either London Living Wage (LLW) for category 1 casual staff and corresponding higher rates for other categories, or some form of alignment with or benchmarking against College casual pay rates. A review of the suitability of the existing categories will also be conducted.
- iii. This Development Plan will be concluded in June 2021 and any approved changes will be budgeted as part of the 2021/22 planning round.

**Imperial College Union  
Board of Trustees / 24 March 2021**

**Strategic Plan Consultation: Aims and KPIs**

Author(s): Dr Tom Flynn (Managing Director)  
Strategic Plan Steering Group

Purpose: To update Board on progress regarding the development of our new Strategic Plan (with specific reference to Section E: Our Values), and to set out the task regarding a second consultation on Sections D and G: Our Aims and KPIs.

### 1. Context

The Strategic Plan Steering Group has continued to meet and progress the development of our new strategy. A summary of key progress against each section is provided below. We are on track for approval at our May meeting of Board.

Section	Status
B: Our Challenges	Well defined with broad agreement
C: Mission Statement	Well defined, requires consultation on language with student leaders
C: Theory of Change	Well defined with broad agreement
D: Our Aims	Themes are well defined; detail now for consultation
E: Our Values	Well defined
F: Our Enablers	Well defined with broad agreement
G: Our KPIs	For consultation

Section E: Our Values has now been refined by the Steering Group after significant consultation and engagement. Trustees are asked to send any further comments / suggestions to TF by email.

### 2. Section D: Our Aims and Section G: Our KPIs

In this hour session (40 minute to discuss / 20 minutes to feedback) we will break into five groups, with an OT acting as Chair for each session. A written summary should be provided to TF by email after the meeting.

#### Questions to Consider

- i. What do you understand by the term 'back to basics' with respect to the aims you have been allocated? Can you develop specific wording?
- ii. What do you think we should measure with respect to the aims and enablers you have been allocated? Are there any specific goals you think we should be targeting?

Group	Members	Aims	Enablers
1	Abhijay* Kelvin Phil	Change the world Education	Resources & Infrastructure College Relationship
2	Ross* Milia Jill	Community Fun	Communication Research & Insight
3	Sam* Lloyd Kate Graham	Personal development Inequality	Technology People & Culture

4	Michaela* Stephen Chris Alex	Education Wellbeing	Governance & Democracy College Relationship
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## Imperial College Union GOING BACK TO BASICS: ICU STRATEGY 2021-23

### A. HOW DOES THIS STRATEGY WORK?

Great strategy is easy to understand and straightforward to follow. Which is why this plan is structured into six simple sections.

- B. We identify and understand the **major contextual challenges and opportunities** that we face.
- C. We state what our overall **mission** is and the **theory of change** that underpins all our work.
- D. We define what this means for our students as our **aims**.
- E. We articulate how we work through our **values**.
- F. We identify the **enablers** that will help us to become an effective organisation.
- G. We set **key performance indicators** to measure our performance against clear goals.

We also know that a strategic plan is only useful if it is relevant, refreshed and read on a regular basis. The dynamic environment that we operate in requires us to depart from the standard way of approaching strategy – a revolutionary process that sets a new long-term vision every five to ten years. Instead, our intention is to adopt an evolutionary methodology and refine the plan every two years. This will ensure continuity in the areas where we know a longer-term perspective is required, whilst allowing us to adapt the more tangible aspects in light of changing circumstances and organisational development.

It is also important to understand that this strategy does not exist in a silo. It is an essential component and driving force behind the annual planning and objective setting exercise for the Union. It underpins and works in tandem with our democracy to ensure we develop an annual operating plan and associated individual objectives for all those working within the organisation.

	Staff Objectives	Officer Objectives	
	Union Annual Operating Plan [Departmental Plans]		
	Annual Objectives	Officer Manifestos	Other Democratic Mandates
	Strategy		

## **B. WHAT IS OUR OPERATING CONTEXT? CHALLENGES & OPPORTUNITIES**

This plan marks the start of a new period for Imperial College Union, as we seek to become a more effective and engaging organisation for our members. To do this effectively it is imperative that we identify and recognize some of our big challenges over the coming years, as well as some of our most exciting opportunities.

### We do not exist in a vacuum

We are an essential component of the wider Imperial student experience. With a relaunched College strategy, a professional services transformation project in motion, and a high-profile estates development plan, it is clear that there are major areas where our objectives align closely with the College. There is a real desire across both institutions for our positive transformation, and a real sense of what a successful students' union could look like. We also need to be mindful of the changing external operating environment, responding appropriately to the challenges that Brexit will inevitably pose for both the Union and the College.

### We have exceptional student leadership at all levels

One way of thinking about students' unions is on continuum on the basis of what they *provide directly* for students versus what they *enable and empower students* to provide for themselves. The nature of Imperial College (for example our longer degree programmes) and the mindset of the students enrolled at the institution means as an organisation we sit further towards the latter end of the spectrum than most other unions. We should support, encourage and celebrate this: giving students the opportunity to co create and lead wherever possible.

### We have a diverse student population with varying levels of engagement and insight

Imperial is a large, diverse educational community that spans a wide range of distinct student groups. A large portion of what creates a sense of belonging and identity is formed in conjunction with academic study, with departments and faculties creating their own unique cultures. Current engagement levels with the Union vary significantly across these different communities, and we know we must do more to reach out to all students on their terms.

### We must rebuild trust in the organisation

We know from our survey data that trust in the organization has diminished over the past three years. We need to reverse this trend and rebuild confidence in the Union. We want students to know that we're here for them and ultimately have their back. Whilst we need the College (and other organisations) to trust us to deliver effectively.

### We have a financial model that must become more sustainable

A strong financial position is critical for us to achieve impact for students. The Union's funding model has historically relied too much on volatile income – making our core purpose engagement activities overly reliant on commercial revenue on a day-to-day basis. This has led to both an under investment in the latter area, as well as a lack of continuity, stability and development in the former. After a number of years of significant budget deficits, our free reserves are also significantly depleted, hampering our ability to invest strategically. There is a clear opportunity to address this challenge as we transform.

### We must respond to and recover from the COVID-19 pandemic

The COVID-19 pandemic has impacted every area of society, causing us to pause, rethink and deliver our services and activities differently. As we eventually move out of the crisis, we will need to rebuild our operation from first principles, guided by a sense of what we want to become, not what we once were. We must learn the lessons from operating remotely for large portions of time, preserving practices that have proven successful and more effective.

### We need to better engage with the wider students' union sector

Imperial College Union is unique. But that that does not mean we should be isolated. We have become too disconnected from other students' unions, missing out on the significant benefits created by a

sector that continually shares best practice and works together. We have an exciting opportunity to reengage, firstly within the London higher education community, but then beyond on a national level. This will be particularly important in the context of potential further regulation on the sector.

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### C. WHY DO WE EXIST? OUR MISSION

As a membership organisation it is critical that we have a clear, unifying mission statement setting out why the organisation exists. It is our horizon, and ensures we are all heading in the same direction.

**Our mission is simple:** to make a **positive** impact on the experiences and outcomes of **all** Imperial College students from **all** backgrounds.

**Our theory of change** sets out clearly the overarching conceptual framework for how this impact will be achieved.

1. Positive impact is delivered by a combination of service provision (doing things for students, or helping them do things for themselves), and advocating for students (representing their interests to others).
2. Providing services for students can be done via direct delivery (doing it ourselves), in partnership with another organisation (most often the College), or via third parties. The appropriate model will differ depending on the nature of the service and where competitive advantage lies.
3. Advocating for students can be done at both the individual and collective level, using a range of lobbying and campaigning techniques that both rely on a combination of student voice, student insight and student interest.
4. We must be a sustainable, effective and credible organisation in order to provide services and advocate for students' interests successfully. Legitimacy must be earned and will be a key driver for success in both areas of impact.

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## **D. WHAT IMPACT WE WILL HAVE ON STUDENTS? OUR AIMS**

The student population at Imperial College is incredibly diverse, with different needs and different expectations of their union. This makes it even more important that we clearly articulate the impact we are seeking to achieve on the holistic student experience. We've broken it down into seven core themes. Some of these ideas will involve delivering things ourselves or in partnership, whilst some will mean advocating for the College and other organisations to do more.

We've called this strategy 'back to basics' for a reason. For each of these aims we will set out why it is important to our members, and then what the core streams of work are within each section – looking at the basics of what students currently expect from us.

### **1. To improve the academic and educational experience of students**

It's the number one reason you're a student at Imperial College, and it's what you've told us you spend most of your time doing. As an organisation we need to significantly increase our engagement and impact in this area, taking into account the diverse range of programmes and modes of study in the institution.

### **2. To support and enhance the wellbeing of students**

We also know it's really important that we play a role in supporting your health and general wellbeing. And that a lack of money during your studies to fund basic living costs is an issue that many students face. Student housing is also a critical area we need to make an impact on, raising the quality and reducing the financial burden. And we've also got a role to play promoting both physical and mental wellbeing, keeping you happy and healthy.

### **3. To strengthen and help create active and inclusive student communities**

The Union – all our spaces, activities and services – should be a place where Imperial students come together. We know that a key part of a positive experience is building connections with other students and staff at the College, and that shared interests and experiences are enablers of strong and inclusive communities.

### **4. To facilitate the personal and professional development of students**

We know that once you've finished studying, the graduate job market is tough. There are so many ways that getting involved in the Union can help you with your eventual career. But at the moment we don't make these clear enough. And we know you expect us to work alongside the Careers Service to make sure the College is supporting you in your professional development.

### **5. To empower students to change the world around them**

Your time at Imperial College should be transformative. It should inspire and drive you to look at how things could be, rather than how they are. We know we need to support you in driving change and making the world around you a better place: in the Union, in the College, in the local area and beyond.

### **6. To challenge and reduce inequalities affecting students**

We know that the student experience at Imperial isn't equal, and that sections of our student population are disadvantaged on the basis of who they are. One of our core values is inclusivity, and we know we have significant and important work to do in order to close these experience and outcome gaps.

### **7. To enable students to have fun**

Whilst the priorities of most students' unions might have changed with the wider sector, we know that students still expect their union to be a source of fun and celebration on campus. As well as engendering this into other areas of our work where appropriate, we know we have more to do in order to help you make great memories from your time at Imperial.

## E. HOW WILL WE BEHAVE? OUR VALUES

We've said what we're going to do for students, but we also need to state clearly how we'll go about doing it.

### 1. We act with **integrity**

Our values should permeate the entire organisation. They should dictate the way we operate, the behaviours we champion, and underpin our culture. We define integrity as our **anchor value** because it is the one that holds all others to be true: being honest and respectful of each other at all times. On a daily basis this means we will:

- i. Hold ourselves to all our values on a daily basis.
- ii. Treat others with honesty and respect, challenging behaviours that fail to live up to our values.
- iii. Place the interests of students above ourselves.
- iv. Regularly talk about our organisational values and celebrate when we are using them.

### 2. We are **democratic** in our approach

We must champion our democratic structures, empowering students to lead, and placing them at the heart of our decision-making. We should look towards codesign wherever possible, and constantly strive to involve those affected by decisions in the development of solutions. On a daily basis this means we will:

- i. Ask first and act later, giving people an opportunity to feed into work at an early stage.
- ii. Understand that we exist to make life better for students, and pro-actively respond to the changing priorities and needs of students.
- iii. Empower student representatives to be engaged in decisions at the right time, with the right level of training and support.

### 3. We are **inclusive** in everything that we do

We should foster a sense of understanding and mutual respect amongst the whole student body, making our opportunities, activities and services accessible for all students from all backgrounds. We must proactively address inequalities that students face, supporting our entire community to thrive. On a daily basis this means we will:

- i. Listen to the voices of all students, actively seeking the views of those who struggle to get their opinions heard.
- ii. Take active steps to remove participation barriers in our activities, ensuring more students from currently under-represented groups can participate.
- iii. Create and support initiatives to create a more diverse organisation, ensuring we reflect the population we are here to serve.

### 4. We are **accountable** for our work

We should be open answerable to each other and our student members to ensure the Union makes a positive impact on their lives at Imperial. We should celebrate our strengths and be honest about our shortcomings, acknowledging where improvements are required and actively build on feedback to consistently improve. On a daily basis this means we will:

- i. Be responsible for ensuring outputs and outcomes are delivered, being clear about our intentions and measures of success.
- ii. Communicate regularly about the work the Union is doing, helping all our stakeholders understand what impact we are having.
- iii. Proactively seek feedback to improve our work, demonstrating how we are responding, and communicating this back to students.

### 5. We are **ambitious** in what we want to achieve

We should be bold and unafraid to challenge the status quo: an organisation that inspires and embraces change with a determination to succeed at every level. Students deserve the very best experience at Imperial College, and we should work every day to deliver this. On a daily basis this means we will:

- i. Reflect on all our activities and ask ourselves the question can we do it better at every opportunity.
- ii. Take managed risks to achieve our aims, understanding that learning from our mistakes is an essential component of long-term success.
- iii. Frame challenges positively, advancing a vision for Imperial that puts the student experience at the heart of its success.

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## **F. HOW DO WE BECOME AN EFFECTIVE ORGANISATION? OUR ENABLERS**

We've outlined what we're going to do and how we're going to do it, but we'll only be able to do this if we're an effective organisation both now and in the future. This means we'll need:

### **1. Great people and culture**

Our organisation should be driven by great people. And great people shape great organisational culture. We must ensure that our permanent and casual staff teams, and our student volunteers, remain at the forefront of our work and are reflective of the diversity of our student population. Working or volunteering at the Union should be a positive transformative experience for everyone.

We need to build a high performing team based on a values framework with a strong commitment to measurement, monitoring and continuous improvement. This should be articulated into behaviours that are encouraged and championed at all levels of the organisation. These values should be front and center of all our recruitment, embedded within our induction and training, and used as a foundation for our reward and recognition schemes. Our working environment should be one of trust and accountability, empowering people to work together and share their knowledge and experience. Transparent internal communication will be critical for everyone to know how their work directly contributes to the overall mission of the organisation, creating a clear understanding that success is rooted in collective endeavor.

### **2. Sustainable resources and infrastructure**

Our resource model and infrastructure should be aligned directly with our strategy. It should be environmentally, ethically and socially responsible. And it should be sufficiently flexible to accommodate the changing needs and priorities of our membership. We need to work closely with the College to secure our long-term financial future, agreeing a funding model that enables our core charity to provide the engagement, support and representation services that students rely on. Our bars, retail and events operation should work in partnership with students and the wider campus, rooted in the notion of competitive advantage. It must balance the need to generate a surplus to reinvest in the Union, with a requirement to give students maximum value for money. We need to proactively engage with students about how this model works in different areas and continue to generate funds from other sources where this fits with our primary purpose.

Our student-led clubs, societies, projects and constituent unions also need to be supported to use their own resources sustainably. We should provide training and direct support, balancing the requirement for strategic oversight and financial governance, with a commitment to autonomy and self-ownership.

All of our physical resources need to be managed proactively and maintained to a standard that enables the effective delivery of services and activities for students. As our landlords, we should have clarity over 'who does what' with the College, with an agreed framework to access regular capital refurbishment projects as required.

### **3. Effective governance and strong democracy**

We're a complex organisation: a students' union, part of the College community and a registered charity subject to rules and legislation with which we need to comply. That means we need to ensure our often-complex governance is resourced, robust and transparent. We need the right structures and processes in place to make the best decisions for the long-term future of the Union.

But as a democratic organisation we also need to ensure that our members are engaged with and drive the decisions that we make. Creating continuous opportunities for students to be as involved as possible in the organisation is central to who we are, and we should persistently look to improve the way all voices are informed, amplified and heard within the organisation and beyond. We have exceptional student leaders who should be empowered to help co create the solutions to the challenges we face, and we should provide a range of different routes for different types of students

to do this. We are at our most effective when we can demonstrate we represent the interests of all students.

#### **4. Integrated and innovative technology**

Our digital infrastructure should support our entire operation to be as efficient, effective and collaborative as possible, reflecting Imperial's scientific and technological ambitions. It should anticipate future trends and resonate with our student population. We should procure, design and build our systems using technology that empowers individuals and teams at the local level, but also takes into consideration the ramifications on the wider organisation. This should include the development of support for our various student leaders and student groups, enabling them to undertake their own activities successfully.

We must work closely with the College to strike the balance between using hardware and digital solutions that (a) might already exist within the institution, (b) are purchased 'off the shelf' for our bespoke needs, or (c) where our needs are so distinctive, that a custom build is required. We should be mindful of the sustainability of our infrastructure, mitigating the risk of single points of failure and putting in place documented operation and development plans to ensure their long-term success.

#### **5. Engaging communication**

We must actively listen, learn from feedback, and understand how students want to engage with us. As a membership organisation our approach to communication must be rooted in the desire to build a meaningful relationship with all our stakeholders. Our messaging, our channels and our brand should be authentic and reflective of our values, reinforcing the notion that the Union is there for students, and building trust in what we do. We must take into account the diversity of the student population at Imperial, adapting our techniques and language appropriately, and keeping up to date with the channels that students are using.

Keeping students informed about the Union, the College and the wider national context, and articulating the impact that we have in a clear and purposeful manner is crucial for our success. We also need to support and empower students to communicate with each other, creating spaces for discussion and collaboration.

#### **6. Comprehensive research, evidence and insight**

Research, evidence and insight should underpin our organisational development and support our student representation and democracy. This means sourcing and conducting high quality research regularly and using it to inform decisions made at all levels. We need a holistic approach that fuses quantitative and qualitative techniques and creates democratic spaces for interpretation and deliberation to unpick complex issues.

Our research should deliver impact for students. We should collate and manage data securely in a way that enables the organisation, student groups and student leaders to become more effective and report regularly on performance. We should be clear about what we are measuring and why, and open about our progress and the challenges that we face.

#### **7. A constructive relationship with the College and wider sector**

The Union is an essential part of the Imperial College community. Our relationship with the institution should be one of mutuality and respect and should exist at multiple levels throughout both organisations. As our primary funder and regulator, we must hold ourselves accountable for delivering key aspects of the student experience, demonstrating our impact, our effectiveness and our value. But we also need a relationship that empowers and respects our right to constructively disagree with and challenge the College in a positive and productive way. We should be a critical friend to the institution, advocating for positive changes on behalf of students, and championing best practice where relevant.

We also need to engage more fully with the wider students' union and higher education sectors. Collaboration and partnerships make us stronger and more effective.

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**G. OUR KEY PERFORMANCE MEASURES: A BALANCED SCORECARD**

Our scorecard will be developed once the wider plan is agreed and will include a range of ‘output’ and ‘impact’ measures – ensuring we are tracking both our leading and lagging factors. We will build up a longitudinal record of our progress over a number of years.

Mission	A positive impact on the experiences and outcomes of all Imperial College students from all backgrounds.							
	For example 80% of students agree we have a positive impact on their life during their time at Imperial College							
Aims	To improve the academic and educational experience of students	To support and enhance the wellbeing of students	To strengthen and help create active and inclusive student communities	To facilitate the personal and professional development of students	To empower students to change the world around them	To challenge and reduce inequalities affecting students	To enable students to have fun	
	For example 80% agree we represent their academic interests (NSS)							
Values	For example 80% of students associate us with one of our values when asked to describe the organisation in one word 100% of staff can identify and explain at least one value and how it's directly relevant to their role							
Enablers	Sustainable resources and infrastructure	Great people and culture	Strong democracy and professional governance	Integrated and innovative technology	Effective and engaging communication	Comprehensive research, evidence and insight	A constructive relationship with the College at all levels	Other
		For example 90% of all staff would positively recommend ICU as a place to work						

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**Imperial College Union  
Board of Trustees / 24 March 2021**

**Chair of Trustees Recruitment**

Author(s): Jill Finney (Chair of Trustees)  
Abhijay Sood (Union President)  
Victoria Agbontaen (Governance Officer)

Decision(s): To approve Inclusive Boards as the recruitment consultant for a new Chair of the Board of Trustees and approve the proposed recruitment process.

**1. Recruitment Process Context**

The Union needed to recruit one new external member for the Board between now and 31 July 2021, including a new Chair. The External Trustee/Chair recruitment pack went live on 18<sup>th</sup> November 2020 and following the interview process, the panel of Trustees appointed Dan Wagner who was best suited to fill the position and was subsequently offered the role of Lay Trustee.

It was agreed that none of the other candidates were suitable enough to fill the role of the Chair of the Board and we are now considering the re-recruitment process for this position.

Following the discussion at the February Board meeting, Abhijay, Tom Flynn, Jill, Kate and Victoria met to discuss the potential benefits of using a recruitment consultant to manage and support the recruitment process for the Chair role.

The key drivers of the recruitment process include the need for a targeted recruitment around equality, diversity and inclusion, the need to reach a wider pool of candidates, which we have struggled to do through the in-house recruitment and to have a process that is student-led, working with key stakeholders from Union Council, the Board of Trustees and Senior College staff to also be involved in the interview process.

As the Board of Trustees is not the only driver of good governance but also a crucial component of our system, it was agreed that the use of a recruitment consultant is critically important to the Union to ensure all Union stakeholders felt the process was transparent and robust.

**2. Suggested Recruiters**

We have contacted five potential recruitment consultants and have included the pros and cons of each one:

1. Atkinson HR Consulting

Pros:

- i. Ensures they are advertising in the right places, targeting specific candidates and asks for recommendations.
- ii. Can provide additional capacity and support in targeting through LinkedIn and other websites, following up potential candidates.
- iii. Has direct experience working with the ICU, specifically the Board of Trustees which is clearly advantageous in supporting and selecting suitable candidates.

Cons:

- i. Is not a head-hunter so does not provide a full executive search and does not operate in the same way head-hunters do.
- ii. Does not necessarily have the wide networks that a specialist recruitment firm will have.
- iii. Expertise mainly lies in recruiting Senior Management roles into Leadership teams.

Price: Atkinson HR Consulting did not feel the service they provide was suited to the type of service and specialised expertise we are looking for therefore no fees were discussed.

## 2. Inclusive Boards

Pros:

- i. Supports organisations and sectors in their effort to develop more diverse boards and ensure equality, diversity and inclusion. They were originally founded to help make organisations more diverse with a focus on increasing women on Boards.
- ii. Has extensive experience recruiting Trustees and Chairs in the third sector across sectors in the UK and operates an open recruiting process.
- iii. Has a network of over 60,000 professionals which allows for a more diverse and wider pool of talent to select from.
- iv. The aim of their process is to encourage those with a diversity of thought, skills and experience to apply as well as a focus on those who are best placed for the role and avoid 'tokenism' applications.
- v. They will work with us to understand the best fit for our culture and the skills required and use this to produce a candidate pack which uses inclusive language and will make this available on websites in alternative formats.

Cons:

- i. They have not got extensive experience with recruiting for Trustee or Chair roles within Student Unions' which raises the question of cultural fit.

Price: £8500 – if a candidate is not placed through this recruitment round, they will go out to re-recruit at no additional cost.

## 3. Peridot

Pros:

- i. Have already established a rapport with the Union through the recruitment of the current Managing Director – Tom Flynn.
- ii. Are the market leader in Students' Union recruitment campaigns at both board and executive levels. They have partnered with 6 different Unions on almost 20 different board appointments and can provide a bespoke service.
- iii. Extensive experience with Student Unions' as well as handling Trustee appointments across the sector, which gives them a very large network of relevant people with appropriate values and impressive governance & board leadership skills.
- iv. The adverts go out to market, but they also proactively approach candidates to engage and target specific candidates according to the brief.

Cons:

- i. Staff that have used Peridot as a recruiter in the past do not have the best experiences with them and they are not highly recommended.

Price: £6,750.

#### 4. BAME Recruitment

Pros:

- i. The purpose of BAME Recruitment is to approach recruitment differently and to create fair and equal access to opportunities for everyone.
- ii. Operate a blended approach through Executive Search and Recruitment Marketing.
- iii. They have experience working with student-led organisations, including Warwick Student Union and other relevant Senior staff recruitment experience.
- iv. Have a successful track record of Senior role appointments from diverse backgrounds.
- v. Have a 3-prong approach to recruitment: headhunting, engagement through their extensive diverse networks (including BAME, LGBTQ+ and Disability Networks) and dual branding.
- vi. Can operate with an open recruitment campaign which will enable candidates from all backgrounds or can run a closed campaign with a focus on candidates from diverse and alternative backgrounds only.

Cons:

- i. Does not have a lot of specialist knowledge of the sector or experience working directly with Student Unions' and recruiting for Chair roles.

Price: £7,000.

#### 5. Prospectus

Pros:

- i. Experts in finding and attracting candidates from diverse backgrounds and with a range of experience as well as having a clear EDI commitment.
- ii. Have experience working with Student Unions' and have been recommended by other universities.
- iii. Are experienced in recruiting for the HE sectors and have the capabilities for an in-depth search which is combined with access to networks of quality candidates at senior levels throughout the commercial, public and civil society sectors, and within Parliament.

Cons:

- i. Although they do have experience in working exclusively with the not-for-profit sector, they do not have direct experience recruiting a Chair for a Trustee Board of a University or Student Union.
- ii. Prospectus are the highest priced recruitment consultancy out of the four quotes received.

Price: £15,000 for a Chair role in an organisation over £5m.

## Recommendations:

We therefore have two potential recommendations for Board:

1. To approve the use of Inclusive Boards to assist and manage the recruitment process for the Chair of the Board. Throughout the process they have been engaging and have consistently showed a willingness to understand the culture of Imperial College Union as well as qualifying us extensively to ensure a solid understanding of the brief which will enable us to obtain the best candidate for the role.

It was evident upon first contact they had taken the initiative to research the Unions' background and clearly understood we are in a period of transformation and require a confident, knowledgeable, and experienced Chair to take over the Board.

Inclusive Boards specialise in recruiting people from all types of backgrounds and run a process which is open to all candidates while still ensuring to target those with the skills and experience from diverse backgrounds.

2. To arrange individual 30minute meetings with Inclusive Boards, BAME Recruitment and Prospectus for Jill, Abhijay and Kate to interview before making a final decision on what recruiter to appoint.

### 3. A Recruitment Timeline

A recruitment timeline for candidates is provided below:

24 March 2021	Appointment of the recruitment consult
w/c 29 March 2021	Campaign starts. Briefing meetings and prepare candidate communications and website.
w/c 12 April 2021	Advertisement & Recruitment Process opens/search phase begins & advertising/social media published.
w/c 17 May 2021	Closing date for applications Summary of recommendations to be prepared for review by panel.
w/c 24 May 2021	Shortlisting of Candidates
w/c 31 May 2021	1 <sup>st</sup> Round of Interviews/Stakeholder Panel
w/c 7 June 2021	2 <sup>nd</sup> Round of Interviews/Final Selection Panel Interview
23 June 2021	Approval of appointment of Chair at Board
7 July 2021	Chair to attend Board meeting and begin handover with current Chair, Jill Finney.
July – September 2021	Official induction and training to begin for the appointed Chair – to include meetings with Jill and other Stakeholders in the Union and College.
October 2021	Handover will be complete and new Chair will assume the role in its full capacity.

#### **4. Interview Process**

##### **Shortlisting Panel**

Jill Finney – Chair  
Abhijay Sood – Union President  
Kate Owen – PARC Chair  
Stephen Richardson – External Trustee  
One Officer Trustee  
One Student Trustee

This panel will be expected to shortlist the candidates to a maximum of four from the applications that will be provided by the recruitment consultant.

##### **Stakeholder Panel Day - Round One (w/c 31<sup>st</sup> May 2021)**

a. Session One: Student Stakeholder Panel

Alex Auyang - Council Chair\*  
One Council Representative  
One Senior student volunteer  
Others TBC

b. Session Two: Staff Panel

Tom Flynn – Managing Director  
Tom Newman – Head of Membership Services  
Rob Scully – Director of Finance and Resources  
Ashley Cory – Systems Manager  
Others TBC

##### **Selection Panel Day – Round Two (w/c 7<sup>th</sup> June 2021)**

The final shortlist will include a maximum of three potential candidates to be interviewed by the panel.

a. Session One: Officer Trustee Panel:

Shervin Sabeghi – DPW\*  
Sam Lee – DPFS  
Michaela Flegrova – DPE  
Ross Unwin - DPCS

b. Session Two: Final Selection Panel:

Jill Finney – Chair\*  
Abhijay Sood – Union President  
President Elect  
Kate Owen – PARC Chair  
Stephen Richardson – External Trustee  
One senior staff member from College

Tom Flynn and Shervin Sabeghi will join the decision discussion after the final interview with the selection panel.

## Recruitment of a new Chair of the Board of Trustees - Imperial College Union

### Overview

BAME Recruitment is delighted to be given the opportunity to present the following proposal to Imperial College Union to recruit a new Chair of the Board of Trustees.

### Your Objective

Imperial College Union (ICU) recognises that the current Leadership team does not reflect the diversity of the students they represent. To help broaden the Leadership team's diversity, you are now actively seeking applications from groups who are currently underrepresented:

- People from black, Asian and minority ethnic backgrounds (BAME)
- People of different genders
- LGBTQ+ individuals
- People with disabilities

### Our Suitability & Experience

BAME Recruitment was created to approach recruitment differently and to create fair and equal access to opportunities for EVERYONE. We live and work in a diverse country but the majority of organisations (including recruitment organisations) do not reflect this in how they hire or in the representation of their employees.

#### Executive Search Methodology

At BAME Recruitment we take all of the best aspects of Executive Search and combine it with a social change approach to ensure that we work in harmony with our partners, giving the highest standard of candidate experience, aligning our values with theirs and ensuring they achieve their purpose as well as running a fair and equitable process where everyone has a level playing field.

#### The Team

A number of our diverse team have over 20 years industry experience each and have worked in a range of Executive Search, Global Recruitment Agency and Internal Recruitment Talent & Leadership roles. See our [Meet the Team](#) page for full details.

#### Student led organisations and relevant Senior Recruitment Experience

We have strong experience of supporting student/young people led organisations, this includes Executive Search, Recruitment, Advertising & Consulting. Some recent clients include:

- London Youth Games- Chair and Trustees
- Warwick University Student Union - 3 x Lay Trustees
- LLC – Chair
- London Sport - Chair
- University of Nottingham SU – Director of Student Engagement
- University of Law - Director of E,D&I
- NUS - Director of Race & Equality
- University of Bournemouth- Head of Student Voice and Engagement
- University of Oxford - Head of E,D&I
- Oxford SU



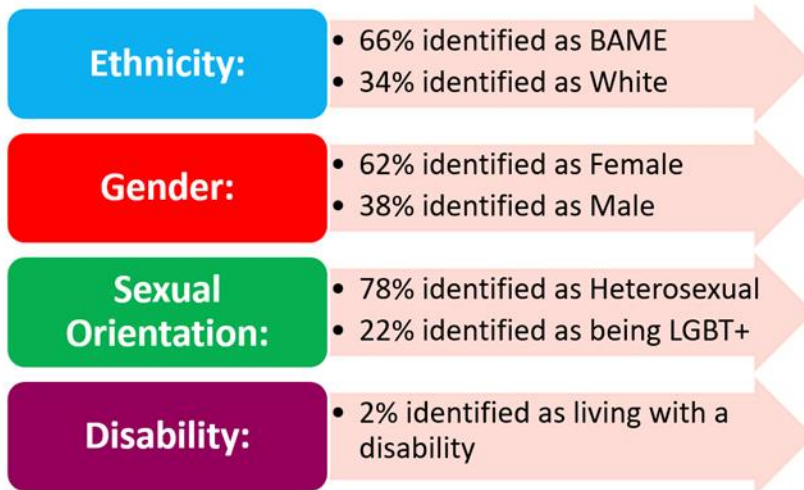
# BAME RECRUITMENT

DIVERSITY & INCLUSION - IT'S NOT JUST BLACK AND WHITE

- Durham SU
- University of Bradford
- University of Hertfordshire
- University of Sussex

## Diversity Data – our track record

We are very proud of the success we have had in making senior appointments from diverse backgrounds (data taken from actual appointments over the last 5 years):



## Methodology & Approach

Based on our knowledge and experience of having recruited for similar roles before, we recommend a blended approach of Executive Search and Recruitment Marketing to ensure that everyone is considered and given a fair opportunity in line with leadership appointments.

Before finalising the plan and timeline, we would have a meeting with all stakeholders to outline all the attraction methods and to finalise the timeline. We would also agree on the level of support and guidance required to make sure that all stakeholders feel confident and empowered to meet their requirements on the campaign.

### Headhunting

We would work with you to build a persona of the relevant candidate. Initially, this would be 5-10 candidates that we would then review with you to make sure that we are all aligned on what an excellent candidate looks like. Based on this calibration, we would then map all suitable candidates and work with you on a strategy to approach everyone of interest. As with any high-profile target search, there are sensitivities in approaching high-level individuals. We have a number of methodologies to manage this sensitively and, in collaboration with our clients, would welcome the chance to discuss this further.

### Attraction

#### 1. Dual branding

Organisations are frustrated that they have a strong commitment to become more diverse but often receive the same type of candidates from the same type of backgrounds.

We are in an age where people and organisations have built and are building their own communities and followers. Dual branding is a great way to bring in candidates from the BAME Recruitment



diverse networks but also to showcase your commitment to candidates that may not have considered you as an organisation of choice for underrepresented communities.

## Engagement

### 1. Communities

With our diverse team and authentic approach to inclusion we have built a community of talented candidates from a very wide range of backgrounds. This in part has been a result of us driving social change via our marketing, social media and keynote speaking engagements.

Our traditional methods include a variety of job boards along with LinkedIn and our own LinkedIn Group BAME Network. All roles are also pushed out through our social media channels and inclusive networks to our diverse followers.

With our diverse team and authentic approach to inclusion we have built a community of talented candidates from a very wide range of backgrounds. This in part has been a result of us driving social change via our marketing, social media and keynote speaking engagements:

- BAME Recruitment Database – with over 60,000 diverse candidates and influencers
- Diversity Lens Newsletter (our weekly community newsletter to our diverse subscribers) which supports and highlights D&I initiatives, best practise and career opportunities to our followers
- Instagram – with over 3,000 followers
- Twitter – 2,500 followers
- LinkedIn + our BAME LinkedIn Network Group – 30,000 followers
- Facebook
- YouTube

### External (Communities) Networks

We also have access and strong and trusted relationships with key diverse networks including:

- BAME/multicultural diverse networks
- LGBTQ+ networks
- Disability Networks
- Parents and carers networks

## How We Ensure A Diverse and Inclusive Recruitment Process

1. 'Discovery' meeting with ICU's relevant student representatives, student stakeholders, current trustees and executives to fully scope the role, requirements and key points of contact for the campaign. Confirm timeframe for the campaign with key dates and sign off procedure agreed and look to identify diverse interview panel and dates.
2. BAME Recruitment will use the above information to co-create the role description to make sure it's fully engaging and has the right tone and content. BAME Recruitment to draft recruitment packs and advert copy (ICU to provide imagery of diverse staff and audiences). Send to the ICU for approval (within 5 working days of meeting).
3. Dual advertising under both ICU and BAME Recruitment brands for attraction and networking (timeline: minimum 4 weeks' advertisement & headhunting approach).
4. Headhunting and identification, targeted candidate mapping to also focus on attracting a diverse pool of applicants and pre-screening selection process to determine suitability conducted by BAME Recruitment (conducted in parallel with the adverts and online campaign).



5. 1<sup>st</sup> stage interviews conducted by BAME Recruitment in person or via video using pre-approved questions (conducted within a two-week period from the closing date).
6. Presentation of longlist by BAME Recruitment to ICU (submitted after all candidate interviews have been completed).
7. Shortlisting meeting with BAME Recruitment and ICU to select the candidates for final stage mix of informal meeting with key staff and Panel interview with members of the Selection Committee (scheduled for 3-5 days after shortlist meeting).
8. Selected candidates invited for final stage interview with ICU by BAME Recruitment.
9. Encourage a diverse interview panel. BAME Recruitment can offer diverse interviewers as part of the process to mitigate bias in the selection process and to create a level playing field for those from a diverse background, should none be identified, for a day rate fee.
10. Feedback to candidates delivered by BAME Recruitment on advisement of UCL from the final interviews.
11. Candidate selected and offer presented.
12. Offer accepted, and contracts and references generated by UCL.
13. Pre-onboarding to ensure engagement and alignment.
14. Coaching and support to ensure role success.

## Project Success Factors/ Mitigating Risk

With any high-profile search, there are risk factors that can be avoided by thorough preparation, aligning expectations and having the right structures that keep everybody aligned. Some of these include:

1. Weekly Reporting
2. Campaign Org Chart clearly defined showing who does what
3. Honest and Open Communication – we will be a “critical friend”
4. Partnership Approach
5. Perception of UCL in the external market from a diverse perspective
6. Communicate the unforeseen early and resolve together
7. Transparent Search Approach – you see the data regularly
8. Escalation approach for managing challenges

## Fees

Our standard fee for recruiting Chair roles is £7,000.

Fees are payable in 3 parts (1. on campaign commencement, 2. on approved shortlist, 3. on offer acceptance)

Advertising options included in price  
[www.bamerecruitment.com](http://www.bamerecruitment.com) – included  
[www.diversifying.io](http://www.diversifying.io) – included  
LinkedIn – included

# BAME RECRUITMENT

## DIVERSITY & INCLUSION - IT'S NOT JUST BLACK AND WHITE

Diverse recruitment marketing across all our social channels – included:

- BAME Recruitment Database – with over 60,000 diverse candidates and influencers
- Diversity Lens Newsletter (our weekly community newsletter to our diverse subscribers) which supports and highlights D&I initiatives, best practise and career opportunities to our followers
- Instagram – with over 3,000 followers
- Twitter – 2,500 followers
- LinkedIn + our BAME LinkedIn Network Group – 30,000 followers
- Facebook
- YouTube

### Summary

We are excited at the prospect of building a partnership with UCL. With our thorough and collaborative approach, we are confident of recruiting an exceptional Chair.



**DIVERSIFYING.IO**  
CREATING INCLUSIVE CAREERS



# CHAIR APPOINTMENTS INFORMATION PACK

INCLUSIVE **BOARDS**

BOARD APPOINTMENT | TALENT STRATEGY | ADVISORY

# INCLUSIVE BOARDS

## SOME OF OUR CLIENTS & PARTNERS



## ABOUT US

Inclusive Boards (IB) is an executive search and advisory agency that specialises in equality, diversity and inclusion. We support organisations and sectors in their efforts to develop more diverse boards, senior leadership teams and stronger governance structures. Our services include Executive Search, Advisory, and Executive Training.

## OUR EXPERTISE

We have extensive experience recruiting Trustees, NEDs and Chairs in the third sector and commercial non-executive mandates across sectors, sizes of business and ownership structures in the UK. In 2018/19 we worked with over 200 organisations at Board level supporting them with recruitment and Board development.

# OUR NETWORK

**60,000** SENIOR LEADERS AND PROFESSIONALS FROM DIVERSE BACKGROUNDS

OVER **30%** FROM BLACK, ASIAN AND MINORITY ETHNIC GROUPS



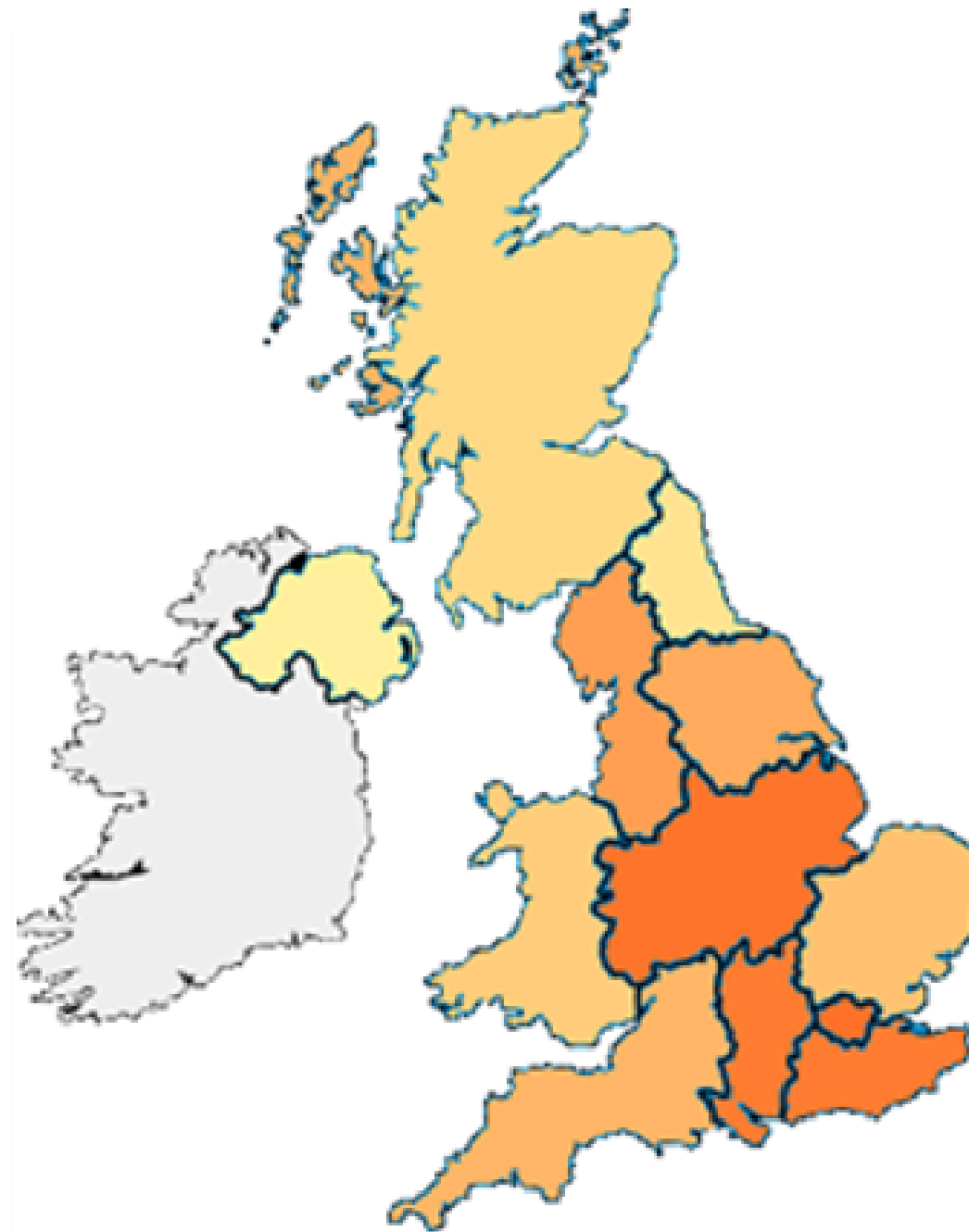
**60%** FEMALE



**40%** MALE

# REGIONAL REACH

REGION	%
Greater London	28.5
South East	20.7
East Midlands	14.7
West Midlands	12.0
North West	6.2
Yorkshire and the Humber	5.9
South West	5.3
East of England	3.4
Wales	1.5
Scotland	1.1
North East	0.4
Northern Ireland	0.3



**Almost three quarters (71.5%) of candidates in our network are based in regions outside London**

# EXECUTIVE SEARCH OVERVIEW

- Our network of over 60,000 diverse professionals and leaders means we have a large pool of talent to scour through, ensuring the best possible candidates are identified and approached.
- Our network of candidates coupled with experience in delivering similar resourcing searches makes it easier to identify relevant individuals who are looking for opportunities.
- A summary will be provided on the final candidates which will include background, achievements & strengths and other information. A final report detailing the search process and an overview of the candidates will also be provided. This will allow you as the client to measure distance traveled for each search campaign.

## PHASE 1

- Review and finalise position description
- Develop the candidate profile with you
- Review draft candidate pack for inclusive-language use
- Produce candidate information pack

## PHASE 2

- Internal and external promotion
- Initial candidate screening
- Interview process
- Qualify longlist
- Present longlist to you

## PHASE 3

- Selection process
- Reference checks
- Search closure and sign-off
- On-boarding
- Client report submitted to you about the campaign process

# THE SEARCH PROCESS

## WEEK 1-2

### Campaign starts

- Inclusive Board will support you to review the recruitment pack to ensure it is inclusive and highlights the diversity of the organisation beyond an 'equal opportunities statement'.
- We will also find out if there are any organisations that are off-limits, that you would like us not to engage with. This could be due to sensitive client relationships, conflict of interest, or an internal policy blockage.

## WEEKS 3 -6

### Advertisement & Recruitment Process

- We will utilise our diversity media partners to advertise the opportunity to a wider candidate pool.
- We will publish the opportunity on our website and other online platforms.
- We will also conduct primary research to identify candidates.
- Your account manager will send an initial list of 10 sample candidates to ensure we are meeting your needs for the 'best candidate and fit' for you.

## WEEKS 7 - 10

### Inclusive Boards (IB) Selection

- IB interviews commence face-to-face and during Covid-19 lockdown via video interviews.
- We will conduct media checks on the top candidates from our longlist. We will also conduct telephone interview/screening of candidates and face-to-face or video conferences with potential longlist.
- Inclusive Boards submits a longlist report of candidates for the roles.

*\*Minimum number of weeks required*

## WEEKS 11-14\*

### Interview and Selection

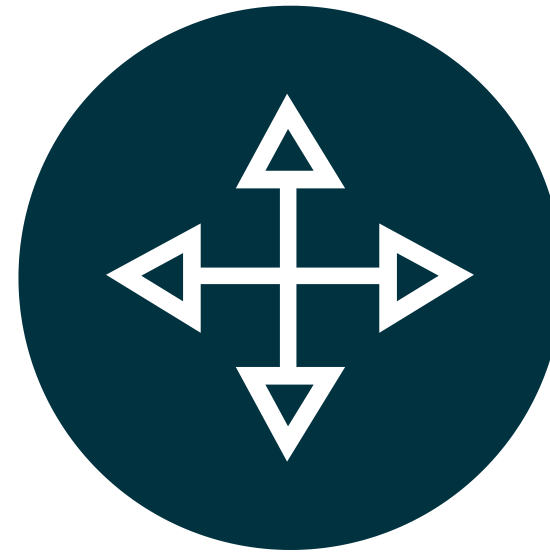
- Your interview process commences.
- At the end of the search all applicants will be appropriately notified of the result in a professional manner that reflects well on you
- **End of campaign**



# WHERE WE PROMOTE THE ROLES



We will utilise our diversity media partners to advertise the opportunity to a wider candidate pool\*



We will target relevant local networks, and online lists. Inclusive Boards' published lists in partnership with the Financial Times - #IB100 and Women in Engineering.



We will create an online campaign and promote the opportunities through our website, social media and key recruitment platforms

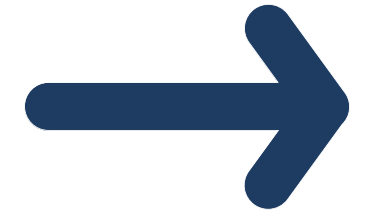
*\*We will reach out to our diversity media partners depending on the client requirement.*

# OUR PLACEMENTS

We're proud to have delivered on our promise of diversity for our clients. In the last year more than 60% of our appointments have been women, over 30% have identified as BAME and almost 20% have identified as LGBTQ+.

Inclusive Boards' specialism in diversity recruitment is not an added-value or a buzzword - it is a part of who we are and it is what our team understands. What makes us different is our fresh approach and methodology to sourcing candidates for our clients.

**90%**  
of our placements are  
from direct engagement



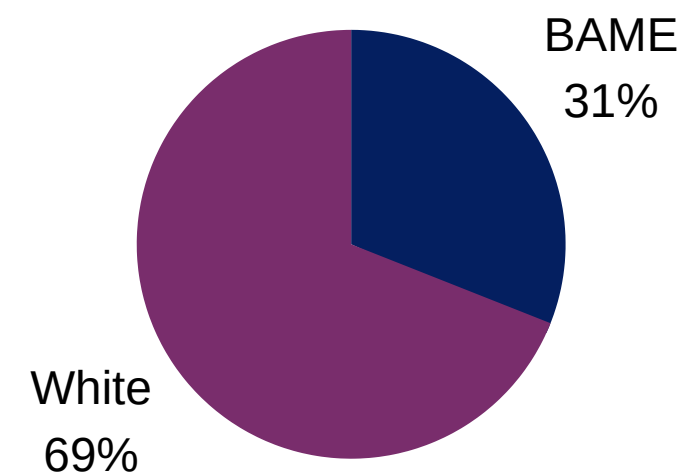
**19%**  
of our appointees identify as  
LGBTQ+



**9%**  
of our appointees identify  
as disabled

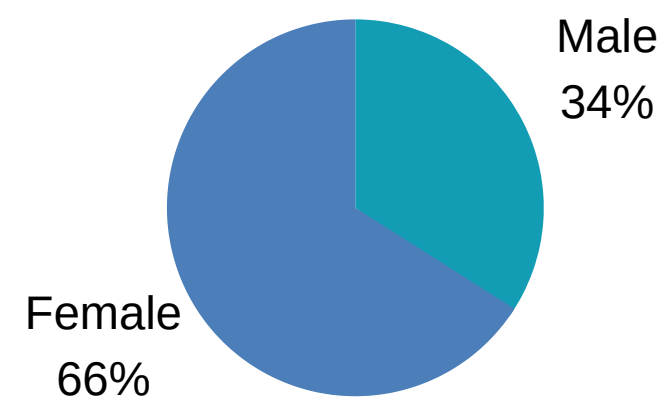


## Ethnicity placements



Compared to 8% of directors of FTSE 100 Boards are from ethnic minority backgrounds and 6.3% of the Top 500 Charities' Trustees are BAME.

## Gender placements



Compare this to FTSE 100 Boards where women make up 29% of directors or the charity sector where 60% of senior leaders in the Top 500 Charities are men.

# SAMPLE CAMPAIGNS

- Chair, LDA Design
- Chair, British Science Association
- Chair, Amber Housing
- Chair of Audit Committee, London & Partners
- Chair, Rounders England
- Chair, 38 Degrees
- Chair, The Space
- 3 NED, Black Country LEP
- NED, Red Badger
- NED, Cambridge and Peterborough NHS Foundation Trust
- 2 NED, Traverse
- 3 Trustees, The Air Ambulance Service
- 3 Trustees, Heritage Care Group
- 3 Trustees, Home Farm Trust (Hft)
- NED, 38 Degrees
- Trustees, British Heart Foundation
- Trustee, Terrence Higgins Trust
- Trustee, Street League
- Treasurer, Rounders England
- Treasurer, 38 Degrees
- Treasurer, British Science Association
- 3 Trustees, Winston Churchill Memorial Trust
- 2 Trustees, Public Interest Research Group
- 2 Trustees, The Winch
- 2 Trustees, Education Development Trust
- Trustee, St Christopher's Hospice
- Trustee, Amnesty International UK
- Trustee, Landscape Institute
- Trustee, Hull Truck Theatre
- Trustee, Citizens Advice Bureau Lewisham
- Trustee, Artswork
- Trustee, Sussex Student Union
- Trustee, Book Trust
- Trustee, Worthing Homes
- 2 Lay Member, British Society of Haematology
- Trustee, Crafts Council
- Trustees, AKT
- Trustees, Street Games
- Lay Member, Bristol University
- New Committee Set-Up & Recruitment, , Amnesty International UK
- 2 England Committee Members, The National Lottery Community Fund

# CASE STUDIES

## BRITISH SCIENCE ASSOCIATION

British Science Association (BSA) is an incorporated Royal Chartered charity that promotes the development of science. We have worked with BSA on a number of occasions, including sourcing a replacement for their chair, Lord David Willetts. We successfully placed Gisela Abbam as Chair. Gisela is a Global Goodwill Ambassador, the winner of Black British Business Person of the Year, 2019 award, a global Senior Executive, thought leader and Author who is passionate about making a difference in people's lives through the prioritisation of Health. Gisela was also previously the Global Executive Director for Government Affairs & Policy for GE Healthcare. She developed the global function. She was responsible for the strategic direction of government affairs and policy for GE Healthcare, the \$18 billion business unit of GE that provides transformational medical technologies to health customers in over 100 countries.

## 38 DEGREES

In 2020 we were commissioned to source a replacement for Srabani Sen whom we previously placed as Chair of 38 Degrees alongside 3 new NEDs. We directly engaged with in excess of 90 diverse candidates for the role of Chair. The successful candidate was Sue Tibballs OBE, CEO, Sheila McKechnie Foundation.

Alongside this, 38 Degrees selected 4 rather than the initially commissioned 3 candidates from our longlist for the NED roles. The NEDs were diverse in age, ethnicity and gender and include: Devin O'Shaughnessy, Director of Programmes at Westminster Foundation for Democracy; Elenor Ereira, Associate Director at Pivotal Act, Sarah Sternberg, Media and Advocacy Strategy Director at Movember and Patrick Vernon OBE, Associate Director at the Centre for Ageing Better and renowned Windrush campaigner. Eight out of nine of 38 Degrees' current board members were placed by Inclusive Boards.

# CASE STUDIES (CONT)

## THE UNIVERSITY OF BRISTOL

We worked with the University of Bristol to appoint a new trustee. The focus of our campaign was candidates with digital technology skills who had links to the region they were also required to have previous experience of managing a significant budget. We put forward 7 strong candidates for the role.

We placed Dr Madhu Bhabuta MEng (ACGI), PhD, MBA - Non-Executive Director (Designate). Madhu holds an MEng in Computing and PhD in Quantitative Methods, both from Imperial College, London and an MBA from London Business School. She specialises in Cutting edge technology, change and transformation. Madhu served as Chief Technology Officer for the UK armed forces and is now managing director of Brinnovate Ltd, a change, technology and transformation startup she founded in 2018 which is based in Bristol.

## ACTIVATE LEARNING

We worked with Activate Learning to support the search for 2 new Governors for their Group Board. The Activate Learning Groups provision includes secondary, further and higher education (including 7 schools and 7 colleges) apprenticeships and workforce training, consultancy, international and learning companies. Their divisions are united by a common purpose: to transform lives through learning. We successfully placed Angela Adimora and Jamie Edge. Angela is a senior HR professional with UK and international experience. She is currently Head of Service at Marks & Spencer Plc where she is responsible for managing M&S HR Shared Services. Jamie is an experienced M&A professional specialising in the education and training sector. He currently Heads up Education and Training Corporate Finance at EY and sits on EY's Europe Education Leadership Committee.

# FEES

We will work in close partnership with you to ensure that we attract the right candidates from the start; this is why we have put several steps in place to ensure we are meeting your ideal candidate requirement from the outset. Only once a candidate has been placed will we charge the final invoice.

## Activities

## Fee

- Designing and reviewing the candidate pack
- Advertising the role to our own network as well as externally
- Identifying, approaching, engaging with prospective candidates
- Pre-screening interviews and due diligence checks
- Candidates put forward and report submission
- Interview admin support
- Offer management and candidate stand down
- Reference checks

£8,500



*All fees attract VAT at the prevailing rate.*

*Invoicing stages, 50% on instruction, 30% on submission of longlist and 20% on placement*

# CONTACT US

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## WEBSITE

[www.inclusiveboards.co.uk](http://www.inclusiveboards.co.uk)

## EMAIL ADDRESS

[hello@inclusiveboards.co.uk](mailto:hello@inclusiveboards.co.uk)

## PHONE NUMBER

+44(0)207 267 8369



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www.peridotpartners.co.uk

# Chair of the Board

An executive search proposal



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Chair Recruitment  
Proposal  
10<sup>th</sup> March 2021

Transforming leadership,  
inspiring change

*Peridot*





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**Victoria Agbontaen,  
Imperial College Union  
Beit Quadrangle, Prince Consort Road, London, SW7 2BB**

Sent by email to: [icu.board@imperial.ac.uk](mailto:icu.board@imperial.ac.uk)

Dear Victoria and Selection Committee Trustees,

Thank you very much for inviting Peridot Partners to submit a proposal to support you with the recruitment of a Chair for Imperial College Union. It was a pleasure working with Imperial College Union last year to recruit Tom Flynn, and we'd love to continue that relationship.

Part way through the Managing Director recruitment campaign last year the full effects of the pandemic hit with the UK's first lockdown. We moved to a fully digital process and successfully delivered a positive and robust campaign, which serves as one of my proudest career achievements.

I can think of no better example of a campaign which shows our ability to deliver no matter what challenges are presented to us.

Jill Finney, also a Peridot appointment, has made a significant contribution to Imperial College Union during her time on the board. It is imperative that we find a suitable successor who can support the Union in its next phase of development.

From speaking with Victoria, I understand that you recently ran a recruitment campaign successfully for Trustee appointments but failed to find a suitable candidate for your Chair role. I also understand from that conversation that leading an inclusive recruitment campaign to encourage women and candidates from ethnic minority communities to apply is important as the board is currently not representative of your membership in those areas.

We know that more diverse boards have better debates and better decision-making processes, think more innovatively, and generate more creative solutions, and we have proven that we can help you with this.

We are the market leader in Students' Union recruitment campaigns at both board and executive levels. Our work in 2021 alone has seen us partner with 6 different Unions on almost 20 different board appointments. Our most recent campaign was with King's College London Students' Union, where we have appointed two women from Ethnic Minorities. This campaign is of particular relevance as one of the Candidates will Chair the SU's Performance, Strategy and Commercial Subcommittee.

One of those appointments is Head of Charities & Citizenship for a leading UK bank and was featured on the Empower Top 100 Ethnic Minority Leaders list. Our other appointment is a Director of Strategy and Business Improvement for a £1.8bn Hospitality operation, this person was recently invited by the UK Government to help lead the UK's response to Black Lives Matter.



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In 2020, 30% of our board appointments were people from ethnic minorities. No matter what the skillset required, we always strive to ensure that our appointments reflect our society and that organisations have a choice of people who represent the beneficiaries they support.

Recruiting for Chairs in SU's is uncommon due the unique governance of Unions. We have recently appointed many Chairs to charities including the boards of Croydon College, Croydon Business Improvement, West London College, Richmond-Upon-Thames College, Carers UK, Voice 21, Public Law Project, Gingerbread, Conservatoire for Dance & Drama, Mountbatten Group, DACS, Anti-Slavery International and Vista. This is a big part of Peridot's work and we have the expertise to successfully attract and appoint chairs to a wide range of organisations across the charity and public sectors.

This recent experience gives us very active networks of relevant people with appropriate values and impressive governance & board leadership skills.

We believe our strong track record of successful appointments lies in our ability to understand the individual requirements of our clients, develop a trusting relationship, investing substantial amounts of time in researching people we wish to target based on our clients' needs, and providing our candidates with a realistic view of how they can add significant value to an organisation as a board member.

We have attached a detailed track record of completed board appointments, and appoint over 200 board members per year, and our work in this area is constantly growing.

We hope that you enjoy reading our proposal and feel free to contact us with any questions.

Bilgin Yuksel | Business Manager



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# About Peridot:

## We love what we do, and we do it with passion.

We work with organisations that want to grow and value good leadership.

Placing purpose and quality before profit, Peridot Partners is an executive recruitment business **transforming leadership** and **inspiring change** with organisations who have social purpose.

We do this through challenging the status quo about what makes good leadership, and this is reflected in our exceptional clients, candidates, and close community of change-makers.

Our leadership network and events, where we discuss new perspectives on leadership in depth are proving highly successful and give us a template for assessing modern leaders who are best placed to succeed today. Read more about this here: <https://www.peridotpartners.co.uk/leadership/>

We're a close-knit team of 26 committed people and we're proud of developing an ultra-flexible, empowering and fun culture. We focus on long-term, deep rooted relationships that bring value.

Environmental awareness and the protection of our planet are at the heart of our culture. We avoid printing paper and publish client reports and candidate information on a secure website minimising our carbon footprint.

## Our Areas of Expertise:

### Sectors

Charities / Not-for-Profits / Public sector / Healthcare / Social Enterprises / Membership Institutions/ International Development

Further Education / Schools / Higher Education / Research & Development

Students' Unions / Students' Associations (England, Scotland, and Wales)

### Specialisms

Chairs / Governors / Trustees / Council Members / Non-Executive Directors

Chief Executives / Executive Directors / Commercial Directors / Specialist Management

Fundraising / Finance / Operations / Membership / Marketing / Communications



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# Diversity at our Heart

At Peridot, we do not believe in throw away statements about diversity, instead it is at the heart of everything that we do.

We work tirelessly to ensure that we are leading **inclusive campaigns** and projects that can encourage all members of society to apply and know that they will be treated with **decency** and **respect**. We know that the sectors that our clients operate in aren't as diverse as the many of the people that use their services, so we are committed to working in partnership with organisations across the not-for-profit sector to address this. Our commitment to building diverse organisations starts with us, and we are proud that Women, LGBTQ\*, Disabled and people from ethnic minorities consider this a great place to work.

We believe that a more diverse not for profit sector will provide better leadership, which will be able to accelerate positive change in society.

As a partner, you can expect us to:

- Constructively challenge you if you have exclusive and restrictive criteria in your role profiles;
- Ensure the advertising materials for your role use inclusive language and imagery;
- Promote your role within sector specific networking forums wherever possible (e.g. Women, people from ethnic minorities, Disabled and LGBTQ\* networks);
- Put diversity at the heart of the projects we are undertaking, when talking to your staff and board to ensure we're reflecting the people and communities you work with and for;
- Challenge inappropriate behaviour, practice and comments where required;
- Make reasonable adjustments as needed.

This approach is valued by our partners and we are proud to work with organisations that are at the forefront of supporting some of societies most marginalised people.

We are constantly learning, updating, and challenging our own practices, views and beliefs on diversity. Peridot staff have undertaken unconscious bias training and we have a monthly diversity and Inclusion forum which is open to all staff and encourages us to reflect on our practice and consider new approaches.



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# Delivering Diversity

In 2020, over 30% of our board placements were people from ethnic minorities. Below are a few recent examples.

**University of Wolverhampton Students' Union** – has over 50% of students representing ethnic minorities, but most of their External Trustees and staff team were white. We supported them to recruit a new CEO and two new External Trustees (with HR/OD backgrounds to support with people and organisational development challenges). We led a search to identify and attract people from ethnic minorities and local communities and appointed three people who defined as being from an ethnic minority background, each brings exceptional leadership experience:

- Chetan Bhatti as External Trustee. Chetan is a multi-award-winning People Director for CBRE Global Workplace Solutions (an international business with 9,000 employees).
- Veronica Leigh-Hanson as External Trustee. Veronica is Head of HR for a not-for-profit health & wellbeing provider.
- Nirmla Devi MBE as Chief Executive. Nirmla was Director of Membership for one of the UK's largest SUs and has exceptional experience of operating in the West Midlands community and has received an MBE in recognition of her work locally.

In 2020, we supported the newly established What Works Centre - **The Centre for Transforming Access and Student Outcomes** (TASO) to appoint Omar Khan and four new trustees to the Board. TASO were spinning out of their incubator – Kings College London to be an independent charity and required trustees who were entrepreneurial and who had lived experience of the barriers accessing HE. We appointed four Trustees with two from ethnic minorities and two women:

- Shakira Martin. Previous national president of the National Union of Students, the first black women to have held the role in the NUS' 96-year history:
- Heather Hodge: chartered accountant with over thirty years of experience in financial services.
- Tahmid Chowdhury: Account Director at M&C Saatchi World Services and the Co-Founder of Here for Good, a charity providing free immigration services to European citizens living in the UK. Tahmid is also a Trustee of The Access Project and in 2020, he was recognised for his work by being named on the Forbes Under 30 list as a leading social entrepreneur.
- Ryan Shorthouse: Founder and Chief Executive of the UK think tank, Bright Blue and trustee of Early Intervention Foundation.



# CONFIDENTIAL Our recruitment team:



## Bill Yuksel

Business Manager, Peridot Partners  
Lay Trustee at Wolverhampton SU

Bilgin leads our Chief Executive, Senior Leadership and Board appointments for students' unions, and youth focused charities.

Bilgin has successfully led around 20 Chief Executive recruitment campaigns for campaigning focused organizations in the past 24 months.

In addition to Bilgin's work with Peridot, he is also a Trustee at Wolves SU, where he has supporting the SU through a major transformation process, which has involved constitutional change, a 20% uplift in funding and the 7 new senior appointments.

During 2020, Bilgin was a Ambassador for the Young Trustees Movement. Bilgin lived his commitment to empowering young leaders and stepped down from on his 30<sup>th</sup> birthday to enable a younger leader to take the position. Bilgin has since been mentoring that individual.

As a former two-year Students' Union Sabbatical Officer, Bilgin knows that many that many talented young people find it hard to find meaningful employment after their term of office and has been offering pro-bono career workshops to empower young people and help them in their job hunts.

Bilgin's appointment track record includes:

- Chair, Young Gamblers & Gamers Education Trust
- NED, DACS
- 3x Governors, Rossie Young Peoples Education Trust
- 4x Lay Trustees, KCLSU
- Lay Trustee, University of West London SU
- Head of England, Save the Children UK
- Chief Executive, CISV International
- Chief Executive Southbank SU
- Managing Director, Imperial College Union

Bilgin also occasionally co-hosts the [Peridot Conversations with Leaders Podcast](#) featuring leaders from discussing topical issue





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# Liz Holderness

## Partner and Director of Research, Operations and Quality



Liz has nearly 30 years' experience leading research teams for several high-profile executive search consultancies. She spent the first 10 years of her career in the public sector with The British Council liaising with Ministers and senior officials in Central Government Departments and then was appointed to the Director General's Department to set up a sponsorship and fundraising unit, developing links and relationships with private sector organizations.

Liz joined the executive search industry with Goddard Kay Rogers (GKR) working on commercial board appointments for many FTSE 100 and Fortune 500 companies. Over the last 15 years she has led research teams at both small and large recruitment consultancies including Oxygen, Rockpools, Penna Plc and Green Park managing and delivering high profile projects for public sector and not for profit organisations across central, local government, health and education, public bodies, charities and commercial organisations.

Her breadth of experience has included recruiting senior commercial executives from the private sector into public and not for profit organisations, as well as those with high profile public personalities. She has worked with organisations from small local community charities to large national and international organisations.

Liz joined Peridot to bring her extensive experience of high-level research and candidate engagement skills to support in the delivery of our values and

research led recruitment to deliver outstanding candidates and service to our clients. She most recently led the Chair appointment at Blackpool Teaching Hospitals NHS Foundation Trust and is currently working with St Helens College to recruit a Chair and Governor, as well as Governors for Southport College and Trustees for Liverpool Guild Union. In addition, she is currently recruiting multiple Trustees for NHS Charities Together. Other appointments include 3 diverse appointments for NHS Brighton and Hove CCG; Member and Independent Trustees for the Institution for Occupational Safety and Health (IOSH); Trustees at The Children's Trust; Chair at Mountbatten Group; Chair GSI UK; Chair for The Contact Group; Trustees at Active Prospects; Chair Internet Watch Foundation and Chair at the Early Intervention Foundation.

Diversity recruitment is a key element of our research-led approach which is championed by Liz. She initiated a diversity data analytics programme which received national media attention and she brings this expertise to oversee our approach to deliver a diverse candidate selection process. In addition, she is our lead on GDPR, quality and standards at Peridot.

Liz is a volunteer board member for a community sports organisation and a county hockey umpiring association. She also delivers employability workshops at her local Further Education College



# Our track record:

ORGANISATION	POSITION
ACEVO	Chair
Action Homeless	Chair
Anti-Slavery International	Chair
CARE International UK	Trustees x 5
Carers UK	Chair
CPRE – The Countryside Charity	Chair and Trustee
Coventry University	13 members of their governing body
Conservatoire for Dance and Drama	Chair and Chair of Audit Committee
Croydon College	Chair
DACS (The Design and Artists Copyright Society)	Chair and Non-Executive Directors
Derby University	4 Council members
Galapagos Conservation Trust	Chair and Trustees x 3
Jane Goodall Institute UK and Belgium	Board Members x 15
Mountbatten Group	Chair
Early Intervention Foundation	Chair
GSI UK	Chair of the Board
Hopwood Hall College	Chair of the Board & Committee Chair
Internet Watch Foundation	Chair, Trustees x 3
Mosaic LGBT Youth Centre	Chair
NASEN	Chair and Trustees x 2
Nacro	Chair of Finance and Audit Committee
Open Age	Chair & Treasurer
P3	Trustees x 5
Parentkind	Trustees x 8
Public Law Project	Chair and Trustees x 3
Richmond-Upon-Thames College	Chair
Royal Free Charity	Chair
The Contact Group	Chair
The Centre for Transforming Access and Student Outcomes in HE	Trustees x 4
The Children's Trust	Trustees x 5
Vista	Chair and Trustees x 3
VSO International	Trustees x 7
Worksop College	Chair
Young Gamblers Education Trust	Chair & Trustees



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Organisation	Role
Aberystwyth Students' Union	Trustee x 1
Anglia Ruskin University SU	4x External Trustees and 5x Expert Committee Members
Birkbeck College Students' Union	Trustee
Christchurch Students' Union	4x Trustees including External Chair
City University London Students' Union	Trustee (Legal)
Durham Students' Union	External Chair and 4x External Trustees
Imperial College Union	4x External Trustees
Kent Union	4x Trustees and 6x External Committee Members
King's College London Students' Union	5x External Trustees
Leicester Students' Union	2x Trustees
Lincoln Students' Union	3x External Trustees
Liverpool Guild of Students	3x External Trustees
Northumbria Students' Union	3x Trustees and 1x External Committee Member
Nottingham Trent University Students' Union	External Trustee
Queen Mary University Students' Union	2x Trustees and 2x Non-Executive Directors for their trading company, including their Chair
Union of Kingston Students	2x External Trustees
University of Bath	Council Members
University of Bath Students' Union	2x External Trustees
University of Nottingham Students' Union	2x External Trustees
University of West London Students' Union	1x External Trustee
West London College	Vice Chair, Curriculum and 2x Governors



## SAMPLE CANDIDATE APPOINTMENTS

We are successful in attracting high-calibre people to unremunerated charity board positions. Here are some examples:

Organisation	Placed as Chair
Action Homeless	Chair of Butler and Young Group
Blackpool Teaching Hospitals NHS Foundation Trust	Former Managing Director, Corporate Shared Services, BAE Systems
Carers UK	Previous Director-General Europe and Board Member of FCO
Change Project	Vice Chair of British Red Cross
CIMSPA	Multiple Paralympic gold medallist, BBC commentator, author and conference speaker
Galapagos Conservation Trust	Senior Partner, The Boston Consulting Group
Greater Brighton Metropolitan College	Chair -Former Deputy Children's Commission for England Vice Chair – House of Lords Shadow Spokesperson for FE and HE
GSI UK	Former Global SVP Supply Chain at Nestle
Hopwood Hall College	Chief Crown Prosecutor of the Crown Prosecution Service for North West England, former Pro-Chancellor at Brunel University, Chief Executive, Police & Crime Commissioners for England & Wales
Imperial College Student's Union	Former Non-Executive Director of INTU Plc and Group Property Director of J Sainsbury Plc and Tesco Plc
Internet Watch Foundation	Former digital advisor to UNESCO and Ford Foundation
Mountbatten Group	Chair of Barclays Plc
New City College	Former Deputy CEO of HEFCE and Vice Chair of London Metropolitan University
Off Centre	Former Director of Policy and Public Affairs at Marie Curie Cancer Care, NED and Vice Chancellor of Homerton University Hospital and Community Trust
Sulets (a commercial residential student lettings business)	Chief Executive of Market Harborough Building Society
The Contact Group (umbrella organisation for military charities supporting mental health)	Chair at Academy of Medical Royal, Chair of NHS Lothian and Panel Chair on General Medical Council
University of Nottingham Student's Union Trading Company	Group Chair of Visage International Non-Executive Director of Aviva



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	Group Finance Director of Life Crown Investments Previous COO at Boots Healthcare
VSO International	Finance Director of Google
Vista (a large regional sight loss charity)	Head of Assurance, John Lewis Partnership
Walsingham (a national learning disability charity)	Previous Chief Procurement Officer for Centrica



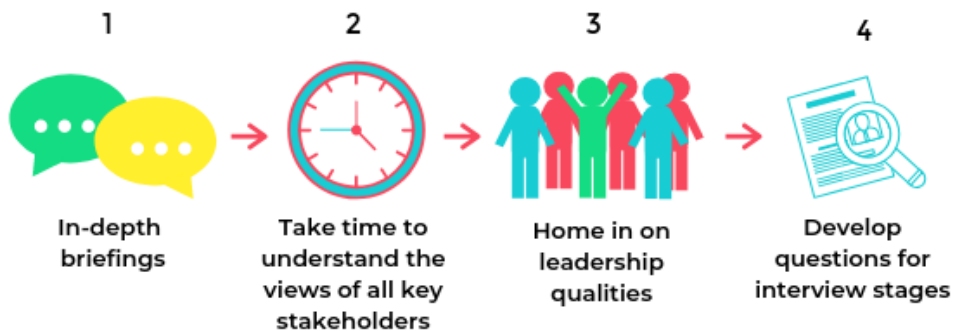
# Our Approach:

To support you with this appointment of your Chair, we will deliver a bespoke research led campaign to generate a range of diverse candidates for you to review.

This will include industry, organisational and candidate mapping and identification of people, to ensure we deliver a robust and thorough search, together with an advertising and social media campaign to deliver the best and most relevant candidates for you.

## **Briefings:**

We undertake detailed briefings and spend time understanding the current context, views, and aspirations of all key stakeholders. This is to ensure we develop our knowledge of Imperial College Union, and it's work and gain absolute clarity on the type of candidates we will be seeking on your behalf. We will be guided by you on who you feel it would be appropriate for us to engage with.



The objectives of the briefing meetings are:

- Develop in-depth knowledge and understanding of Imperial College Union and its objectives.
- Understand the challenges/opportunities ahead, so we structure an appropriate search and be clear with candidates about how they can add value to the Board.
- Gain clearer insights into the type of background, skills and experience you seek for this role and build the candidate profile.
- Agree the finer details of the attraction and assessment process and the timetable.
- Agree the interview panel and role of stakeholders in candidate selection.
- Identify any potential candidates within your existing networks who you may want us to approach or who may be helpful in opening their networks to source suitable candidates.

Briefings allow us to be confident we are approaching suitable people and that those who are not are carefully and courteously sifted out at the earliest opportunity.



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We will have confidence to tightly manage the recruitment process, so we invest our time in engaging with, and assessing, the most appropriate candidates.

### **Candidate Attraction:**

We take great pride in giving candidates a full and honest view of the roles we are recruiting and will convey a positive image of your brand in our conversations and correspondence with prospective candidates.

We do this through the design of a dedicated online microsite housed within our main website as well as in all our verbal communications. Prospective candidates can access information on the role at their convenience 24/7. Please see a couple of examples on the links below:

#### ***Trustees – The Unite Foundation***

<https://www.peridotpartners.co.uk/jobs/trustees-the-unite-foundation/>

#### ***Lay Trustees – JMSU***

<https://www.peridotpartners.co.uk/jobs/lay-trustees-jmsu/>

Our dedicated microsites, hosted on our website, will have all key corporate information that candidates may want to view.

Our approach places a heavy emphasis on research & search and is complemented by social media activity and advertising. We undertake candidate attraction in three ways:

- Executive search
- Advertising
- Social media

### **Executive Search:**

Our experienced research function, has a track record of attracting high-calibre and talented people for our clients as demonstrated earlier in our placement track record. We have a widespread network of contacts across a range of sectors and extensive experience of engaging and attracting individuals from across sectors. We have strong networks and an ability to engage prospective candidates at community, regional, national, and international levels.

Our search and engagement play a vital role in identifying the right people and developing their interest by helping them to appreciate and understand fully the opportunity.

We place a heavy emphasis on targeted search and candidate engagement (based on bespoke research) to identify the right people and develop their interest. This is where we add the most value in ensuring we are not only identifying the right people but engaging them fully in the role and its dimensions.

During our engagement we are also assessing suitability around values and fit so when we are presenting the longlist of candidates, we are sharing candidates who not only meet the experience, but also the values and cultural fit criteria.

All individuals considered and approached during the recruitment activity, as well as those making contact through the advertising and social media, will all be recorded



on our secure database with a robust audit trail of contact. Our database is fully GDPR compliant and we have vigorous policies and procedures on handling personal data. We are registered with the Information Commissioner's Office (ICO) and have Cyber Security Essentials Certification.

**Advertising:**

Advertising would help to promote Imperial College Union, ensure transparency and attract as wide and diverse a field of candidates as possible. If you want comfort from knowing that you have cast the net wide, and you are maximising the opportunity to attract a diverse pool of candidates, giving candidates who have not been approached by us the opportunity to apply, then advertising can be an important element of the candidate attraction process.

We would discuss this with you in more detail following the briefing process, although there are free postings available on sites such as 'Women on Boards' that we look to utilise, to spread the message as wide as possible and help to attract diverse candidates.

We will write the advertising copy and place advertising with the appropriate media, subject to your approval.

**Social Media:**

We will promote the roles via LinkedIn and Twitter where Peridot and our consultants share a significant collective network of many thousands of prospective candidates. It is important to communicate to potential candidates the breadth and scale of your work and the very real impact you have. The marketing campaign, to be run alongside our search and advertising, has a primary aim to attract interest to the role but also, as a second outcome, to help raise your profile.

Using multiple social media channels gives us the ability to target and showcase roles more effectively. During the briefing stage, we will draw out your key messages and create a bespoke social media campaign. All advert copy and creative design will be signed off by you and we would be keen to work with your marketing team to create as much impact and engagement as possible.

Our digital content offering can include:

- Personalised social media with relevant researched hashtags across our channels but also pre-loaded in a format so you can easily upload to your own scheduling tools.
- Twitter banners, Gifs and Instagram Stories, LinkedIn content.

**Sample of a social media post for Care International UK**







### **Reporting and feedback:**

During the live and active part of the attraction phase, we will provide weekly updates on progress and feedback. This will include commentary highlighting feedback from the market, interested candidates as well as the perception of Imperial College Union, the role of Chair and its responsibilities.

### **Pre-interview process:**

The recruitment of voluntary board roles is a highly sensitive process and to engage and encourage the right people to apply involves a careful approach. We do make it clear to people that it will be a competitive process but there will also be opportunities for both sides to fully engage with each other to test personal chemistry.

We would advise that candidates wishing to apply, especially for Chair, should be offered an opportunity to have an informal discussion to learn more about the role and establish rapport with Tom Flynn.

Following the closing date, we gather all applications and assess each one received on your behalf. This sifting process will assess how well candidates' applications meet the essential skills and experience of the person specification.

Every application is published along with the sift report on our secure *Dropbox* site prior to a long list review where we discuss the candidates and agree those who you wish to take forward to interview.

We will debrief and provide full feedback on the candidate attraction campaign so that you can see how the recruitment process has performed.

Candidate care is important to us and we ensure everyone is properly engaged and provided with all the information required. People who are not successful at any stage are carefully and courteously informed and provided with clear and constructive feedback. We want them to have a great experience, and regardless of the outcome to become positive advocates of both of our organisations.

### **Interview and assessment:**

We will arrange a bespoke interview process in line with your requirements. This could include any elements you feel are necessary to enable you to make a considered decision to appoint the right candidates.

We will organise all elements of the interviews/assessment days, which will include developing interview questions and any other assessment activities you may wish to include.

If there are internal candidates for the Chair position, we will support them through the process and ensure that they are given the same advice and coaching provided to external people, as well as constructive and developmental feedback should they be unsuccessful in the process.



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**Review:**

We review the quality of service and customer satisfaction after every recruitment project with stakeholders and candidates to understand what we have done particularly well and the areas where we can improve. We always strive for continuous improvement and through the development of feedback forms and focused feedback discussions we constantly monitor our performance.



# Timetable:

A full search and selection process usually will take around 12/14 weeks from start to verbal acceptance of offer, and we project manage assignments against agreed timescales and set dates with you at the outset. We appreciate that current exceptional circumstances may require flexibility and arrangement of virtual meetings.

<b>Milestone</b>	<b>Date</b>
<b>Briefing meetings and prepare candidate communications and website:</b>	<b>Weeks One and Two</b>
<b>Advertising agreed and recruitment website approved:</b>	<b>Week Two</b>
<b>Search phase begins &amp; advertising / social media published:</b>	<b>Week Three</b>
<b>Informal discussions with a representative from Imperial College Union offered to Chair candidates seriously considering an application:</b>	<b>Ongoing during search phase</b>
<b>Formal closing date for applications and summary of recommendations ready for review online two working days after closing date:</b>	<b>Monday Week Nine</b>
<b>Shortlist Review:</b>	<b>Week Ten</b>
<b>Formal Panel Interviews for Trustees:</b>	<b>Week Twelve or Thirteen</b>



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# Fees and Pricing:

Our fees are fixed. For the Chair appointment, our fee will be **£6,750** and will be inclusive of the following:

- Full search and selection.
- Conducting detailed briefing meetings with all stakeholders.
- Creating all candidate information and external communications.
- Managing all aspects of candidate attraction/search.
- Acknowledging and sifting applications.
- Leading interviews, and shortlist and appointment process.
- Providing weekly progress reports.
- Coaching, advice, support, and feedback to all candidates at all stages.
- Support of any public announcement of the appointments.
- Regular check-ups with client and candidate following appointment.

Our fees are charged in two parts. 50% on engagement and the final 50% on successful acceptance by the candidates.

First stage payable on engagement: **£3,375**

Second stage payable on acceptance: **£3,375**

Additional appointments arising from this process, will be charged at **£3,375** per person.

## Other Costs:

- *Any expenses incurred by Peridot Partners, such as travel, accommodation and subsistence will be recharged at cost.*
- *Should interviews be held at our premises at Kings' Cross, London, room hire would be in addition to our fees.*
- *Any paid advertising is in addition to our fees and charged at cost.*
- *Assessments of candidates is in addition to our fees and charged at cost.*
- *If candidate expenses are paid, they will be recharged to you at cost with receipts.*
- *Formal references will be the responsibility of the client although due-diligence and intelligence gathering will be part of the research. We can help with reference taking at additional cost.*
- *All documents are provided electronically with a two-tier verification process relevant to current data protection law. If other formats are requested, additional charges for printing and despatch will be charged.*
- *All prices quoted are exclusive of VAT, which will be charged at the prevailing rate, unless you tell us not to and can confirm your charity registration details.*



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# Diversity and Equal Opportunities:

Peridot Partners are committed to the fair and equal treatment of all people we encounter in every respect. As a supplier of recruitment services, we are equally committed to achieving a diverse workforce. Regarding our processes, all candidates are treated fairly and consistently in line with best practice diversity and equal opportunities policies throughout the assessment and selection process.

We are ultra-aware of positively promoting diversity and are often tasked with identifying under-represented groups, particularly women on boards and in leadership, and are proud of our record of attracting significant number of women as well as BAME candidates to the boards (and executive roles) that we are recruiting for.

As an employer, we wholeheartedly support the principle of equal opportunities in employment and oppose all forms of unlawful or unfair discrimination on the grounds of gender, age, ethnic or national origin, religion, sexual orientation, or disability. Beyond that commitment, we actively embrace diversity within our company, firmly believing that it enriches internal and external relationships, as well as enhancing the knowledge and experience we bring to our clients' recruitment and retention issues.

Confidentiality and trust are of critical importance to us and we are working to ensure that data privacy considerations are embedded into every aspect of our business. We support the intent of the GDPR to ensure transparency, fairness, and an increased confidence in the security of data of individuals as a positive step in the recruitment industry.



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# Terms and Conditions

## 1. GENERAL

All executive search and selection business undertaken by Peridot Partners (PP) is transacted subject to the terms and conditions below, each of which shall be incorporated or implied in any agreement between PP and the client. In the event of conflict between these terms and conditions and any other terms and conditions, the former shall prevail unless otherwise expressly agreed by PP in writing. In providing executive search and selection services PP is acting in the capacity of an employment agency. Any amendments to these terms and conditions must be in writing and signed by an authorised representative of PP. "Candidate" means any individual in respect of whom or in respect of whose skills or services information is provided to the client by PP following an instruction to PP.

"Fee period" means any time (a) within 12 months of an **introduction** relating to a Candidate or (b) after an introduction where the introduction was the effective cause of the **engagement**.

"Introduction" means the provision of information by PP or by a Candidate, whether or not such information includes the Candidate's name, which enables the client to identify a Candidate or relates to a Candidate already identified, including all negotiations between the client and PP relating to a Candidate and "introduce" shall be construed accordingly.

The client will keep confidential any information comprising an Introduction and will not use it for any purpose other than that for which PP is engaged.

The client will not by its actions or inactions hinder, obstruct, or prevent the provision of its services by PP.

If the client has previous knowledge of a Candidate prior to an Introduction by PP the client must notify PP in writing within three business days of the Introduction together with supporting documentary evidence. In the absence of such notification an engagement by the client shall be deemed to have resulted from and effectively be caused by PP's Introduction and the client waives the right to rely on such previous knowledge as a reason for non-payment of any fees.

"Offer" means an offer to engage a Candidate communicated either by the client or by PP at the client's request and which is accepted by the Candidate unless, prior to commencement of a contract relating to the Offer, the client withdraws the Offer because the client has since come into possession of information which the client has provided to PP that the Candidate is wholly unsuitable for the position offered by the client.

## 2. SERVICE

The type and level of service supplied by PP is agreed with each client according to their business needs. All activity will normally be itemised in the form of a proposal document with services typically from the Executive Search & Selection business unit being; Search, Search & Selection or Selection.

PP will act in good faith but gives no guarantee or warranty that PP will be able to locate a suitable Candidate or that any Candidate introduced by PP is suitable for the client's purposes.



### 3. FEES AND PRICING STRUCTURE

(a) PP's professional recruitment fee is typically fixed, it does not charge based on a percentage of a candidate's salary. On consideration of a variety of factors PP will make a proposal and the fee payable will be agreed in advance of any recruitment activity.

(b) The fee will be invoiced in two stages as detailed in our proposal.

(c) Should additional candidate/s be introduced to the client through a PP recruitment exercise, outside the scope of the original instruction, be offered and accept employment then PP may charge £2,350 for each additionally placed individual.

(d) Should the client reject or not proceed with a candidate and then subsequently engage that candidate within the fee period, PP may charge the full fee regardless of any payment made under these terms. For the avoidance of doubt, during period of the fee period there is no implied term that an Introduction be the effective cause of an engagement and PP's entitlement to fees shall survive any termination of PP's services.

(e) An internal candidate, employed presently by the client, will be treated in the same way as any other candidate and agreed payment will be due to PP in the event of that person accepting a new role.

### 4. CHARGES

Where media advertising is involved, charges will normally cover media space and production. Other work may be charged on a fee basis. All charges will be estimated and/or agreed at the outset of each project.

The client agrees to pay all expenses for travel and away from home accommodation and subsistence reasonably incurred by a candidate or by PP or any of its employees.

As PP tries to avoid printing, courier, and other environmentally unfriendly business practices and to publish all documentation online, the client will pay all environmentally unsound administration costs such as printing and courier costs if they are requested.

### 5. TERMS OF PAYMENT

(a) Invoicing

Invoicing of professional recruitment fees will normally be within one week of the stages highlighted under section 3. Invoicing for media space and production expenditure will normally be submitted within one week of the date on which the relevant advertisement is published. Other fees and negotiated charges in relation to services provided will be submitted at the end of the month in which the service or part service is provided or otherwise at the time agreed upon commissioning of the service.

(b) Cancellation

Where the client requests PP to cancel the recruitment activity for any reason, fees already paid will not be refunded and the client will pay all reasonable costs incurred to cover resources expended on administration. There is no cancellation fee and PP will not charge for the final stage fee if nobody has been appointed through the assignment.

Where advertising is involved, if the client changes or cancels any or all plans, schedules or work in progress, after previously giving approval to proceed, PP will take all reasonable measures to comply, provided that PP is able to do so within its



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contractual obligations to the media and other suppliers. In the event of cancellations or amendments occurring where PP has incurred or is committed to expenditure, the client will reimburse PP in full for such costs or fees.

(c) Value Added Tax

VAT shall be included and itemised separately on invoices, where appropriate, at the prevailing rate.

(d) Payment Terms

Payment is due 30 days from the date of invoice.

### **6. COPYRIGHT**

The copyright for all work created by PP for the client is vested in PP. Provided that all contractual obligations including cleared payment for the work have been met by the client, PP will assign to the client any copyright, licence or other right PP may have to material in respect of the client's advertising, as and when required and subject to usual conditions as to indemnity.

### **7. LEGAL LIABILITY**

The terms of this agreement are governed by the laws of England and Wales and the English courts shall have exclusive jurisdiction.

PP shall not be liable for any loss, damage, costs, claims, demands or expenses, or have any liability of whatsoever nature and howsoever arising which is suffered or incurred by the Client directly or indirectly as a result of PP seeking an applicant for the client or any act or omission on the part of any Candidate or Employed Candidate introduced to the Client by PP.

PP shall not be liable for any delay, omission or error in any advertisement or transmission which is not caused by gross negligence by PP.

Without prejudice to any other provision PP's liability shall, in any event other than for death or personal injury arising from PP's own negligence, be in respect of direct losses only and shall be limited to the amount of the fee under paragraph 3(a) which PP is (or would be but for its default) entitled.

### **8. GDPR - DATA PROTECTION ACT 2018**

As joint personal data controllers, we are both liable for compliance with the GDPR and must provide 'enough guarantees' that the requirements of the GDPR/Data Protection Act 2018 will be met, and the rights of data subjects protected. Personal data may include contact details, CVs, references, and other information provided directly by us or the data subject, or otherwise collated about them for the purposes of assessing their suitability for a position.

On the appointment of PP to supply recruitment services, PP and the client shall be responsible for complying with all applicable data protection laws relevant to its own processing of the personal data concerned and will ensure that we both take appropriate technical and organisational measures to safeguard the security of the personal data in our possession and control.

We will co-operate in relation to any exercise by a data subject of its rights in relation to the personal data that may be held by both of us and shall each ensure that its own processing activities are communicated to the relevant data subjects in accordance with applicable law.





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Neither party shall retain the personal data for longer than is necessary for its purpose (unless otherwise required or permitted by law).



\*Prospectus proposal  
Executive Search  
Chair  
Imperial College Union

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# \* why Prospectus

Our impact is through people.

Prospectus brings a deep commitment to building inclusive organisations. We are passionate about equity and contributing solutions that drive impact and change. We achieve this by supporting careers, connecting talented leaders to organisations through our expert research and consulting team.

We have appointed more than 1000 board and executive positions and our team conduct many more interviews every year, giving us strong insights of challenges and opportunities across the sectors we work in, and a deep understanding of leadership requirements. We are solutions focused, creative and build long term, high quality relationships.

Headquartered in London, we also have a presence in Scotland and in Kenya, and our clients are based throughout the UK and the world.

As a certified B-Corp we hold higher standards of transparency, accountability, and performance, considering all stakeholders and broader impact in our success criteria. All our owners are active in the business. Today, a growing community of nearly 4,000 Certified B Corps from 74 countries and more than 150 industries work together toward one unifying goal – to redefine success in business.

The Prospectus team is proud to be partners to organisations and people seeking to achieve change and ultimately a more sustainable and equitable society.

## The Charity Governance Awards



Prospectus is proud to be a key partner in the Charity Governance Awards – the UK awards that recognise and reward good charity governance. The awards are organised and funded by The Clothworkers’ Company, a City Livery company that supports trusteeship initiatives, and is supported by New Philanthropy Capital, Prospectus and Reach.

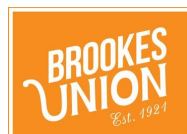
The Charity Governance Awards are free to enter and will shine a spotlight on the best of the sector. All the partners are keen to use these awards to significantly “raise the bar” of governance to ensure higher standards of quality, outputs and outcomes.

Prospectus is committed to raising the bar of good governance in the sector through our support of the Charity Governance Awards, as well as Trustees’ Week and through the track record of our Board Appointments Practice in appointing talented Trustees, Treasurers and Chairs.

# \* track record

38 Degrees	Chair
ActionAid UK	Chair and Trustee
Air Ambulance Kent Surrey Sussex	Clinical Trustee
Become	Chair and Treasurer
BlindAid	Chair
Citizens Advice Coventry	Chair and Trustee
Citizens Advice Lewisham	Trustee
Cruse Bereavement Care	Chair
Dartington Service Design Lab	Trustee (x4)
Disability Rights UK	Chief Executive
Essex Wildlife Trust	Trustee (x6)
Faculty of Sexual and Reproductive Healthcare	Treasurer
FareShare	Trustee (x5)
Friends of the Earth	Chair
HCT Group	Chair and Trustee
Hibiscus	Trustee (x3)
Imperial Health Charity	Trustee
Imperial Society of Teachers of Dancing	Trustee (x3)
John Ellerman Foundation	Trustee (x3)
King's College Students' Union	Chief Executive
King's College Students' Union	Trustee (x2)
Lancaster University Students' Union	Chief Executive (current)
Laureus Sport For Good	Chair and Trustees

Make-a-Wish Foundation	Trustee (x2)
Mercy Ships	Treasurer and Trustee
National Lottery Community Fund	England Committee Members (x4)
Neighbourhood Watch	Chair, Trustee and Treasurer
New Philanthropy Capital	Chair
NOCN	Chair
Nutrition International	Board Director
Oxford Brookes Students' Union	Chief Executive
People's Health Trust	Chair and Trustee
Practical Action	Chair
Right to Succeed	Chair
Refugee Action	Chair
SafeLives	Chair and Trustee (x2)
Spirit of 2012 Trust	Trustee (x3)
Stonewall	Trustee (x4)
The Peel Institute	Chair
The Racing Foundation	Chair
Turn2us	Trustee (x2)
UK Youth	Chair
UnLtd	Trustee (x7)
University of Southampton Students' Union	Chief Executive
War Child UK	Trustee (x4)
Working Chance	Chair
Youth Futures Foundation	Chief Executive and Board Members



# \* example appointments

## Friends of the Earth Chair



Friends of the Earth is an environmental campaigning community dedicated to the wellbeing and protection of the natural world and everyone in it. It is a unique organisation, with an increasingly important role to play in launching initiatives and campaigning to help create a better future for both people and the planet.

Friends of the Earth sought a Chair for their Trust Board at an exciting and significant time with a new strategy recently underway and bold ambitions for their impact. They were looking for a Chair who was committed to Friends of the Earth's values, and that had the ability to lead the Board, whilst motivating, supporting and challenging the Executive and wider movement as they deliver the strategy. They wanted an individual with significant governance experience, ideally at national level, and in an organisation of similar complexity to Friends of the Earth.

Prospectus presented a strong shortlist of candidates and was successful in placing the previous Chair of Liberty, Frances Butler, a role she combined with her studies for a PhD in climate politics at UCL. A former lawyer, Frances has a record of climate change advocacy, alongside charity governance experience. She was previously Specialist Adviser, Joint Committee on Human Rights, a Visiting Research Fellow at IPPR, and Vice Chair of The British Institute of Human Rights.

## New Horizon Youth Centre Chair



New Horizon Youth Centre is a vital support network for 16-24 year olds in London who are vulnerable, homeless or at risk with nowhere else to go. Through help with accommodation, support with employment, education and training, and self-development workshops, their mission is to support any young person who finds themselves homeless in London and give their potential a home.

New Horizon Youth Centre were seeking a new Chair to replace Nick Hardwick, former CEO of Centrepoint and the Refugee Council. As a leading voice within the youth homelessness sector and as the organisation entered a period of increased impact, New Horizon Youth Centre were looking for a candidate with the vision and commitment to help the organisation amplify its voice in its support of young homeless people.

Prospectus were delighted to have appointed Matthew Reed, CEO of Marie Curie. Matthew has been a passionate advocate on behalf of young people for large parts of his executive and non-executive career, having served as both Trustee of Children England and CEO of the Children's Society.

A testimonial from the Vice Chair, Ellie Roy, stated:

"We chose Prospectus from a shortlist of three agencies to help us find a new Chair for our charity. While they were not the cheapest, we felt they really engaged with us to understand our needs and were therefore likely to offer better value than their competitors. They worked closely with us at every stage and responded quickly to feedback. We were pleased with the scale of the search they conducted, which produced a range of interesting candidates and a good shortlist from which we have appointed an excellent Chair. We are delighted with the outcome, which we could not have achieved on our own. On the basis of our experience I am happy to recommend Prospectus to others."

# \* example appointments

## The Peel Chair



The Peel is a charity that's been building a 'connected community' in Clerkenwell, London, since it was established in 1898. It runs activities for adults, activities for children and young people, and mental health awareness projects. It focuses on helping children living in poverty to improve their life chances by connecting them and their families with others in the community, helps older people who are lonely to become active citizens, and provides opportunities for all residents of Clerkenwell to participate in activities through which they can make acquaintances across divides for mutual benefit.

This endowed charity, with an ambitious CEO and refreshed vision, was seeking an experienced new Chair to provide leadership and support to the board and organisation to realise its vision and leverage its endowment in an effective way. A **breadth** of experience of civil society leadership, good governance and a network local connections were critical in creating a credible appointment for this period of growth.

Prospectus were mandated to lead this search and were delighted to identify Arvinda Gohil, CEO of Community Links, as the preferred candidate. Arvinda brings a track record of leadership in a range of national and local charities and infrastructure organisations. Arvinda has been a resident of Clerkenwell for 20 years.

## UK Youth Chair



UK Youth is a leading charity that exists to ensure all young people are equipped to thrive and are empowered to contribute at every stage of their lives. UK Youth plays a unique role in addressing the lack of investment into the youth sector, the lack of cross-sector understanding of how youth work makes a difference, and the limited opportunities to embed effective solutions. These factors lead to mass inequality of access to youth services for young people.

Prospectus worked with UK Youth to appoint David Thomlinson as the new Chair of the Board of Trustees.

David has more than 40 years' experience in engineering and business. He served on the Global Management Board of Accenture for 11 years before retiring in 2014. His previous leadership roles at Accenture included Group Chief Executive of the Resources industries, Chairman of the UK and Ireland geographies and overall responsibility for Strategy and Operations across 55 countries.

David has an extensive portfolio of work that he dedicates his time to; including as Chair of Moixa Energy, International Secretary of the Royal Academy of Engineering and as an advisory board member of BecomingX – Plant for Peace and Immerse.

# \* diversity, equity and inclusion

## Diversity in our placements

34%

Black People and People of Colour

6%

Declared a disability

67%

Female

24%

LGBT+

At Prospectus, we believe that inclusion should be the norm; it is both a social justice and an organisational issue. Inclusive organisations are more successful, productive and impactful.

Inclusion is intrinsic to Prospectus' own values of collaboration, community and trust. We see every day that when diversity is truly embraced and celebrated, it unleashes tremendous creativity and value for individuals, organisations and communities.

Our clients and candidates vest significant trust in us, and as conduits between them, we have a responsibility to ensure fair and transparent processes, challenging bias, and their perception of what is possible. We stand alongside our community to achieve what is right. We seek to challenge our clients and ourselves.

### Embedding best practice

- Training our team in diversity and inclusion topics, ranging from legislation through to unconscious bias.
- Challenge bias, ensuring robust and fair recruitment processes, for example through supporting clients to build inclusive interview panels.
- Provide alternative application methods based on individual applicant needs, including accessible appointment briefs.
- Through proactive research and advertising, we build diverse long and shortlists. We use advertising to ensure transparent and open campaigns. We can also use digital tools to engage specific and underrepresented communities.
- We work with our clients to ensure diversity is a key factor in discussions about roles, including at longlist and shortlist stages. We seek to constructively challenge our clients.
- Making sure any public material representing our client is reflective of the organisation's values and ambitions in relation to diversity and inclusion.

### Amplifying voices

- Through events and podcasts we provide a platform to sector leaders and amplify voices with a different experience and perspective.
- As a vertical recruiter, we can support candidates careers over time as they become more senior and reach executive/board levels.
- Bring people together at events to foster shared learning and thoughtful discussions that can enable positive change.

### Creating diverse networks

- Our partnership with EY Foundation 'Impactful Futures' to support diverse young people from disadvantaged backgrounds into the charity sector.
- Our involvement in the Jane Slowey/ACEVO programme, providing expert support, guidance and mentoring for Black and People of Colour, and/or disabled women who are in their first two years as a charity or social enterprise CEO.



Our high quality executive search process is engaged, collaborative, creative, well-resourced and strives to minimise bias and to support our clients in building inclusive boards and leadership teams. Prospectus follows four core principles in our execution:

- Learn
- Explore
- Engage
- Appoint

On this page we have outlined the core principles, processes and milestones that our experienced consultants and researchers follow to ensure a successful appointment.

## Learn

Firstly, we have to get to know you and we begin with thorough briefings and focus groups with key stakeholders and panel members. It is at this stage we really bring to bear the experience, understanding and knowledge that comes from our extensive credentials in the beyond profit marketplace.

It is our opportunity to add real value by thinking creatively about the role and the opportunities they will present for both the appointees and the organisation to deliver social impact. At this stage we will also agree how we best ensure we deliver a bespoke, inclusive approach to the search to strive to ensure that our longlist reflects the communities you serve.

## Explore

Our in-house Research team will explore the candidate marketplace and map out sectors, organisations and networks to pinpoint individuals that match the brief. Working in close collaboration with the Lead Consultant, all clients have a dedicated Researcher to deliver their mandate. This is a critical part of our approach, where we leverage our extensive networks and sector knowledge to attract and engage relevant candidates from all sectors, resulting in high quality and diverse applications.

## Engage

Engagement with candidates is critical to achieving a strong and diverse longlist. Once we have completed desk based research to create search maps for your role, individuals across the team will proactively contact individuals to generate interest, referrals and applications in order to challenge any unconscious bias. Candidate feedback will inform the ongoing search strategy and provide you with insight from the marketplace, whilst ensuring there is a rich and diverse longlist of candidates who have been proactively approached and engaged.

## Appoint

Following the closing date, all applications will be assessed against the key criteria in a way that minimises any bias and a longlist is agreed. Applicants are then interviewed by your Consultant and assessed on key competencies as well as motivation, values and potential. Once the longlist interviews are completed, we will meet you to discuss the candidates and agree a shortlist for the final stage interviews; this will include CVs, supporting statements and interview reports on each candidate with our recommendations.

Once a final shortlist is agreed we can support you with devising an appropriate interview and assessment process, as well as referencing and any additional support to secure the preferred candidate.

# \*fee proposal

For this campaign we are proposing a full executive search and selection service which will result in the appointment of an exceptional individual to take up this role.

## Search

Item	Cost
<ul style="list-style-type: none"><li>• Dedicated Lead Consultant</li><li>• Dedicated Researcher</li><li>• Dedicated administration support</li><li>• Access to networks across our Executive Search Team</li></ul>	£15,000

The search fee would be payable in two stages; 50% upon your instruction and the remainder upon acceptance of an offer of the role.

All search costs exclude VAT, any travel expenses incurred by candidates and Prospectus staff and any psychometric testing.

## Advertising

Our recommended advertising options are detailed below and we would welcome the opportunity to discuss this with you in more detail.

Item	Cost
Branded advertising on social media (Twitter/ Facebook/ LinkedIn)	No charge
Unbranded advertising on Charity Job/ Guardian	No charge

VAT is not applicable for any item

# \* our campaign team

## Jess Stockford Associate Director - Board Appointments

Jess is a consultant with over 20 years of expertise in business partnerships, governance and fundraising across the cultural, social enterprise and beyond profit sectors. She is passionate about leadership, governance and building better Boards.

Previously, Jess was Head of Operations, Arts & Culture for Business in the Community, responsible for leveraging business resource and commercial expertise into arts and cultural organisations. This built on her 7 years as Head of Board Development where Jess lead a 'Board Bank' programme which placed over 5000 business people onto the Boards of arts organisations across the UK.

Her governance expertise includes devising and delivering training for Trustees and whole Boards, undertaking governance reviews, facilitating Away Days, and making Chair and non-executive appointments.

Jess is a Board member for theatre company 11:18, and has been a member of the Prince of Wales Good Governance Group, whilst also contributing to the NCVO's 'Governance and Leadership' committee. She holds a BA (Hons) in Arts Management from De Montfort University.

## Lottie Wihl Senior Consultant—Board Appointments

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Lottie works as a Senior Consultant in the Board Appointments team placing Chairs, Trustees and Treasurers at a wide range of beyond profit organisations such as Friends of the Earth, Sustrans, UnLtd, Practical Action, and Stonewall. Lottie is motivated to support charities to find exceptional and diverse board members that support the organisation to deliver their mission.

Lottie is a Trustee for Futures Theatre and is a member of the Fundraising Committee. Throughout her career she has been an active volunteer including running a charity shop, renovating a house for vulnerable women and supporting the charity Access Aspiration with mock interviewing for sixth form students.

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Incorporating her energy for the beyond profit sector and for the value of insightful research, Camille is dedicated to providing excellent analysis and aiding individuals in achieving their professional objectives and intentions within the sector.

Throughout her studies, Camille undertook research into the culture of homeless hostels throughout Europe. Camille's interests lie in the arts, culture, diversity and improving access to education in developing nations.

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Emily is particularly interested in gender equality and international development which led her to volunteer as a Researcher for female empowerment charity, Rising Girl.

thank you



**Imperial College Union  
Board of Trustees / 24 March 2021**

**Spring 2021 Felix Review – Report**

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**Purpose:** To update the committee on this term’s review of the student newspaper, *Felix*. To provide context for the Bye-Law amendment paper, and to seek discussion on certain areas where decisions have yet to be finalised.

**Summary**

Following short-run and longer-term challenges faced by *Felix*, we have conducted a review over the course of this academic term. The review has involved consultation with a broad range of student stakeholders, past and present.

We make several recommendations, including maintaining the Editor role elected through a campus-wide ballot and weekly print issues when circumstances permit, but with significant changes to the processes by which the Editor is held to account (including contractual amendments) and the manner in which *Felix* is supported by the Union. We also captured some recommendations on the future content and format for the newspaper. The report concludes with some clear actions, including the introduction of a Bye-Law describing the Editor role, the drafting and adoption of a new constitution for *Felix*, and amendments to (or drafting novel) internal documents. This stream of work has brought into focus other related areas which require attention, which are also outlined towards the end of this report.

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## 1. Motivation

Over the past two academic years, concerns have been raised about the student newspaper, *Felix*. Inconsistency in the performance of the editor this year and last, as well as shortcomings in the tools to address this inconsistency, have been raised by several key stakeholders, from members of the Board to student writers for the paper.

In response to this, we decided to initiate a review of *Felix* in late January. Our aim has not only been to address the relatively short-run issues discussed above, but also more longstanding challenges. In particular, we wanted to explore ways to mitigate the isolation experienced by the editor of the paper and ways the Union support for *Felix* could be improved. Finally, we wanted to clarify the relationship between *Felix* and the Union, which has been a source of strain for several years. We approached this recognising the value a well-functioning student publication can have, and also with the view that students deserve an offer commensurate with the level of funding apportioned to *Felix* each year.

## 2. Process

The areas of focus we identified for review were as follows:

- The Editor
  - o Selection process
  - o Role description and responsibilities
  - o Support from ICU

- Accountability mechanisms
- The structure of the *Felix* committee
  - How it might be amended to be more effective, in particular to hold the editor to account
- The output of the paper
  - Online vs. print
  - The frequency and volume of print publication

We aimed to conclude the review by the end of the academic term, and the DRO agreed the election of the Editor should be paused while the work was ongoing, agreeing to run the position in the Summer Elections instead unless some alternate process was decided. This approach had the support of the current *Felix* team and Union Council. To oversee the project, we put together a project team. The membership of this team, and our project plan, is outlined in Appendix A.

The Project team agreed to a consultation process comprising:

- A survey, circulated to all students
- Discussions at *Felix* committee meetings (including elected committee members and largely appointed volunteer student editors)
- Focus groups with interested students and key student volunteers
- Discussions with past editors
- Discussions with student newspaper editors at other universities

Questions were tailored based on the group with which we were consulting. For example, with those who have not been directly involved in running the paper historically, less emphasis was placed on comment on the committee structure.

In addition to these points, we discussed the financial aspects of the paper going forward and the contractual relationship with the editor with the Union's Managing Director, Tom Flynn.

## 3. Recommendations

Through the above process, we have arrived at the following recommendations.

### The Editor

#### 3.1 Maintain a full-time role

There was a broad consensus that the full-time student role would be valuable to maintain; the paper would struggle to function successfully without it especially in the context of Imperial's subject mix and the intensity. Alternatives which we considered would likely either result in the paper not being able to offer substantial aspects of what it does currently (described below) or would require similar or greater resources from the Union (we have discussed ways this can be slimmed below too). Though Imperial is unusual in having a full-time Editor, we are not unique. Other institutions, including Newcastle University, have similar or corresponding roles.

However, it is clear that the role has not always succeeded in realising its full potential. As well as consistency around output and communication with the team, students raised that the full-time role could be used to address longer-term investigative pieces within Imperial, as has happened in more active years in the past. We have shaped our further recommendations with this in mind.

#### 3.2 Maintain the current selection process

When concerns around *Felix* were raised last year, one of the key early recommendations was to transition the role from campus-wide election to a Union managed appointment process involving an interview and some engagement with the *Felix* team. This was initially our favoured approach. However, while this proposal does have some attractive features – there's a case to be made that it would reduce a barrier to entry for certain individuals, for example – actually attempting to design a fair process was extremely challenging. In particular, a Union managed interview process would likely be viewed with scepticism and could be abused given the inherent conflict of interest one has when appointing someone who is meant to hold them to account. Furthermore, it was difficult to envision ways the current committee, who have the most relevant knowledge to advise on appointment, could be adequately involved in the process without leaving open the possibility candidates would be treated unfairly for personal reasons.

There was overwhelmingly strong feedback from ordinary students and Union volunteers favouring an all-student vote. Moreover, although they aren't a traditional representative, previous editors pointed out the mandate an elected Editor has aids in their credibility with students, the Union, and the College once they are in office.

Following this, we had some discussion around the prospect of pre-election candidate vetting, to ensure the candidate would have the appropriate skills to take on the role. However, given the relatively low number of candidates, the fact that many of the challenges with an appointment process would also apply to pre-election vetting, and the case against applying this to other full-time roles, this idea was dropped; the benefit wouldn't justify the cost. It is extremely rare for someone without lots of *Felix* experience to win election to Editor – the last time this happened was in 2013, in a close race where the more experienced candidate's campaign was suspended. Even then, the Editor was still able to produce a viable product with training and support.



In summary, we concluded that there wasn't a better mechanism; that our democratic selection mechanism for this role would perhaps be the worst one, except for all the others. One point that was made in defence of this position was that, although the performance of some of the Editors has been wanting, a different selection mechanism would have been unlikely to produce a different outcome. With this in mind, as well as the practical challenges with a different approach, we would suggest a 'carrot and stick' approach to moderating the performance of the *Felix* Editor, with better support and stronger direct accountability mechanisms respectively.

### 3.3 Improve training and handover

Through conversation with current and former Editors, as well as knowledgeable *Felix* team members, it became clear that the knowhow editors have had entering the role can be inconsistent, and that this knowledge can be crucial to succeeding in the role. We need to regularise the handover process, ensuring:

- That the Union has sight of some version of the *Felix* 'bible' – the master handover document – to help mitigate against issues which would arise if the outgoing Editor fails to deliver a proper handover.
- That during the month of July, the incoming officer spends time with their predecessor, and that some structure is provided for these discussions.
  - o In order to mitigate against personal isolation, and to encourage sharing of good practice, at this point it would be useful to ensure the incoming Editor is connected to a national network of student writers, and can access e.g. an external mentor who is a professional in the field and/or has good student media experience.
- That training in key areas, including libel law, relevant design skills, and broader leadership 'soft skills' is offered early on.
  - o The latter might mean crossover with training for the officer trustees. This needs to be considered more deeply and earlier on; beginning in Easter we should be developing a plan for this period which is inclusive of the *Felix* Editor.
  - o There should be scope for the *Felix* Editor to seek continuous support in these areas throughout the year; they should not be reluctant to seek support from the Union if they lack knowledge in a certain area.

It is worth mentioning there are currently internal discussions on developing a *Felix* Wiki – a repository of information accessible to all students describing 'how things work' in the paper.

This support can be aided by amendments to the contracted time for the officer.

### 3.4 Amend the editor's contract

Historically, the *Felix* Editor has only been on a 10-month contract, while other full-time officers of the Union have been on 12-month contracts. This has been to reflect the almost complete reduction in workload over holiday periods, particularly for a print-focussed publication. While some of the justification for this may weaken as the paper moves online, it is still true that workload in this role is likely to ebb and flow over the academic year.

This contractual arrangement has caused issues: the Editor would (at least in theory) not be working over August and April, which would make covering stories that **do** arise in that time challenging. Additionally, losing that first month over the summer has been deleterious to relationship building with other full-time officers and staff members more generally, contributing to the isolation of the role.

To mitigate against this, we recommend putting the Editor on a 0.83 full-time equivalent contract going forward, essentially equivalent to their prior remuneration. This would mean they work the full year, including the summer, but reflects the fact that their workload is lower at times. It is worth saying that under such a contractual agreement, the Editor would not be expected to work ~4.2 days a week, every week, but rather that they would have flexibility to work more or less each week over the course of the year, and based on precedent this is roughly where it should average out.

It is worth noting that this year, due to an administrative oversight, Calum Drysdale was contracted full-time for the whole year. Implementing this recommendation would thus result in a straightforward financial saving relative to this year without adversely impacting the paper.

### 3.5 Improve the in-role accountability process for the editor

Day-to-day support and accountability in this role should be divided into two categories – professional (behaviour as an employee), and ‘editorial’ (decisions taken as leader of the paper). Though there is some overlap, generally, one would expect the former to focus on things like work hours, booking annual leave, mediating interpersonal disputes with other staff, and supporting someone who is usually in their first substantive employed role. Meanwhile, the latter would relate to editorial decisions for the paper, coordinating student writers and editors, and some of the paper’s internal priorities e.g. whether there should be a new server for the website, what to do with the archive, etc.

- Professionally
  - Currently, the *Felix* editor formally reports into the Union President. While this arrangement has been adequate this year, we feel as though it would be beneficial for the **formal line manager to be a full-time member of Union staff instead**. This would mitigate a potential conflict of interest – since the Union President is much more often directly challenged by the paper, and senior staff members are appointed with an understanding that their roles have clear boundaries – while providing a more stable contact point between *Felix* and the Union, which would give the Editor the benefit of oversight and professional support from someone more experienced than another student officer. We believe this would consequently make it easier to hold the Editor to account as an employee. Our suggestion for the staff role here would be the **Director of Membership Services (DoMS)**, who oversees student activities, volunteer development, representation, and the Advice Centre within the Union.
  - As of this term, we have scheduled two sets of fortnightly catchups between the Union and the Editor: one with the Union President and DoMS discussing the paper, and a more personal check-in with the Managing Director. We recommend these are continued going forward. If the reporting line is amended as above, we would suggest setting aside time (possibly alongside the former meetings) for the DoMS and the Editor to discuss goal-setting, professional development, and other work related matters; it would of course still be useful for the Editor and President to meet, even if the latter would no longer have a formal role in the professional oversight of the former.
- Editorially
  - The committee and editorial team would likely be the first to notice if there were an issue with the paper.
  - We believe that these individuals should have somewhat more control over the paper’s destiny, and that they need clearer recourse when issues arise. Heeding feedback from the consultation, we are conscious that this needs to be done in a way that doesn’t deprive *Felix* of informality that might aid community building.

- We hope to provide these powers, while also making other positive changes to the committee structure of *Felix*, by making the amendments described in the following section.

In providing clarity between these areas, we want to ensure there is recourse to address issues that overlap between them – from student editors raising an issue of poor work attendance of the editor to the DoMS, to staff members advising on server migration during regular catch ups.

## The Team

In order to support the mission of the paper, some changes to the *Felix* team are recommended, aiming to:

- Provide clearer accountability for the editor
- More equitably distribute work amongst volunteers
- Ensure the committee has the ‘right roles’ – not simply those that other CSPs might usually have
- Provide clearer pathways to engage in the running of the paper

### 3.6 Formalise Committee Votes

To act as a check on the editor, the *Felix* committee should have the power to take formal votes, including:

- Simple majority votes to indicate a preferred course of action
- Two-third majority votes on censure and no confidence

A vote of no confidence from the Felix committee would trigger the Union President (or Council Chair, where there is a conflict of interest) to bring a similar motion to the next Union Council meeting, informing Council of the vote and rationale, in order to formally approve (effectively ratifying) the removal of the Editor from their role.

- Given that the role would be elected in a cross-campus ballot, this ratification is necessary to limit the extent to which a ‘less democratic’ body would be overruling a ‘more democratic’ one.
- The Union should have a contingency for such cases, involving using funds saved in the salary of a removed officer to support the output of the paper for the remainder of the year (appointing a new Editor mid-way through the year is likely to be infeasible).
- The precise process for this would require ironing out in the *Felix* constitution, but for censure and no confidence motions we would recommend a similar process be adopted within the club as applies more generally at Union Council. The committee would need to agree to meet at regular intervals for this to be workable.

With this pathway in place, students who are most knowledgeable about and affected by decisions taken by the Editor will have a more direct say over their actions. This would help balance formally the competing concerns of the volunteer team, the Editor, and the Union.

### 3.7 Split the Editor role

In order to ensure votes can be managed fairly, we recommend splitting the Editor role. Currently, the *Felix* Editor acts formally both as chair of *Felix* as a student society and editor-

in-chief of the newspaper. We recommend introducing a separate student volunteer role – a chairperson – to chair meetings of the *Felix* committee and to support and advise the full-time editor. We believe this division of labour would also help ensure the Editor can focus on the productive output of the paper, while a current student could prioritise managing the society in the manner done for all other student groups. To a large extent, this function has been performed by the Deputy Editor (or some other particularly driven/experienced committee member or section editor) in the past, so this is not as radical a shift as it may seem.

### 3.8 Formalise Committee Membership

What constitutes the *Felix* committee has always been somewhat ‘fuzzy’; this would need tidying up if the above recommendations are to be adopted. In the past, there has been a division between committee roles elected democratically by the *Felix* society membership (usually roles which exist in most clubs, e.g. treasurer), and appointed student editors for various sections (e.g. News, Comment, Science). There is nothing precluding individuals from holding roles on both sides of this fence. It is worth mentioning that this year, *Felix* has operated with a ‘steering committee’ including people from both sides of the fence described here.

There are two key issues with this way of organising the *Felix* team. The first is that those holding certain roles in this structure, particularly traditional committee roles, can be left with relatively little to do in their remits. While there is plenty of work to do, the current committee structure does not result in this work being distributed very well. The second is that, particularly if we want to give more power to students within the team – in particular section editors – the process around appointing them needs to be clearer. There is no problem in principle with a relatively relaxed appointment process for these roles, especially as students may engage more or less over the course of the year, sections may change as editorial teams come and go, and flexible selection for talent and interest is important. However, if section editors are to play a slightly more formal role in the accountability process for the full-time Editor, any process for appointment would at least need to be set out in writing.

Our proposed approach would approximate the following:

- The Editor has the authority to appoint new section editors<sup>1</sup>
  - o This authority may be delegated to existing section editors
- Once appointed, section editors would have equal power to vote as democratically elected committee members. However, the existing members of the committee would have an opportunity to block their appointment and remove them once they are in role.
  - o This mechanism would be there to prevent the committee from being packed with e.g. personal friends of the Editor. The precise threshold for a vote to block or dismiss a section editor would be laid out in the constitution; it would likely be two thirds of the current voting membership of the committee.
  - o In order for this to be workable, the *Felix* Editor would be responsible for informing the committee on a regular basis to any changes in who holds section editor roles.
  - o Obviously, committee members would be precluded from voting on matters relating directly to their appointment or removal.
  - o Provisions applying to the removal of editorial team members from the committee should extend to democratically elected committee members.
- A current list of committee members should be held by *Felix* and updated regularly when changes are made. Responsibility for maintaining it should be assigned to a

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<sup>1</sup> What applies to section editors here would extend to similar student editorial roles

specific member of the committee. We recommend such a list be reviewed in detail roughly at the mid-point of the academic year. The Union should be able to access a list of this form for information – it is reasonable for the Union to know who comprises the team running the student newspaper – and to mediate disputes if necessary.

- In terms of quorum for formal votes, we suggest sticking to the normal 50% threshold, but implementing a similar rule to Union Council where if one has too many unexplained absences, one's voting rights at the committee are struck off. Precisely where this threshold should be would be agreed with the committee and written into the constitution; the current threshold for Union Council is missing two consecutive meetings.
- Even if they hold more than one role, committee members should only have one (non-delegable) vote.

Clearer written responsibilities for committee members and a schedule of delegation would also aid in the committee's efficacy.

All the changes mentioned so far would need to feature in the *Felix* constitution, which needs to be rewritten.

### **3.9 Set Clear Mutual Expectations**

While some things should be set in stone, others may vary depending on the individuals comprising the team in a given year. When *Felix* ran into issues earlier this year, we worked with the committee to produce a set of **mutual expectations**, outlining expectations around communication, the frequency of formal meetings, and what sorts of tasks, in general terms, should be expected of whom. In particular, student editors and writers impressed on us the importance of being informed when things aren't going to plan e.g. if their articles aren't published for some reason. Our current expectations comprise Appendix B.

We would recommend the *Felix* team meet at the start of the academic year to set expectations going forward, and that the Union's DoMS should be present for the meeting to provide a framework for the discussion and to help advise on the feasibility of any suggestion (care would have to be taken to limit the risk of overpromising). These expectations would give the committee something to hold the Editor to, and the Editor clarity on what support they might expect from their volunteers and the Union. Expectations may be revised with mutual consent (with both majority committee vote and the approval of the Editor), and should be reviewed in January, once the reality of running the paper has set in.

### **3.10 Improve Engagement with Student Writers**

The overwhelming majority of the paper's content is provided by unpaid students, most of whom are not even formal volunteers with the paper. Based on our review, we recommend:

- That the committee do more within and between sections to engage socially with (especially regular) writers, in order to build community.
- Establishing "regular contributors", so that regular student writers can be recognised for their contributions and to help provide a route to more formal volunteer roles within the paper
- That these contributors receive regular communications from the *Felix* Editor

Building a broad community is important for a positive atmosphere within *Felix*; ensuring there are positive ways for unfamiliar students to engage with the newspaper is what will keep it going in the future.

## Content and Output

Over the course of the review, we gathered views on the medium through which they would like to interact with the newspaper, and the content they would expect from it. Recommendations we share here may be taken somewhat less prescriptively than others; we intend these as useful guidelines but understand that future *Felix* teams may reasonably come to different conclusions.

### 3.11 Improve the online offering

One key discussion point surrounded the online offering. Over the past couple of years, the website has been beset with issues. As these are surmounted, the following areas are worth considering:

- Streamlining the process by which editors and writers upload content to the website
- Ensuring the correct permissions are used for photographs and similar on the website, as this has caused issues in the past
- Whether there is scope for interactive online content to drive engagement

A majority of students favoured posting content to the website more than once a week.

We have been supporting *Felix*'s transition to a new server, while ensuring the systems team retains admin privileges so support can still be offered, and liability limited. When it would be appropriate to use such access should be the subject of a discussion between the DoMS, Systems Team, and *Felix* team; admin privileges would not normally be used unless there is some issue with legal liability or when help is requested.

### 3.12 Retain weekly print issues

Support for maintaining the weekly print publication was extremely high. Students from a broad range of academic departments conveyed the role *Felix* plays a locus for community over a Friday morning or lunchtime. In some departments, particularly the School of Medicine, this community spirit around the newspaper was weaker, suggesting scope for improvement. Across departments, we feel that *Felix*'s paper issues could play an important role in helping to reconstitute community at Imperial post-COVID.

In addition, though it's true that more national and international media is more heavily focussing on its online offering, we still feel that, as a membership organisation with a largely captive audience, the circumstances are slightly different. A print paper is easier to engage with for students on campus; put simply, they are much less likely to seek it out or interact with it at all if the offering were solely online. One facet of this was the puzzles section – one of the main reasons why the paper is picked up – is clearly much easier to interact with in print.

This is particularly striking given the level of influence the paper has within the College. The university take matters published in the paper seriously, perhaps even disproportionately so; for senior leaders, it is one of the main ways they get a sense of day-to-day goings-on. In this context, it is difficult to recommend reducing the frequency of publication, since this is the main manner in which College is exposed to the paper; its accessibility and visual prominence on campus makes it easy for students to promote their views. *Felix* offers tremendous 'soft power' to the student body at Imperial, and we would be extremely reluctant for this to be undermined.

Some individuals did raise the possibility of reducing the frequency of print publication to fortnightly. In discussions with them, the following emerged:

- That it would adversely affect engagement, and the role the newspaper could play in fostering a sense of community
- That some stories, especially news stories, might lose some of their currency
- That it would not prevent the 'crunch' in the run up to publication, since between students' natural tendency to leave things to the last minute, and the desire to publish the most up-to-date news stories, you would likely still end up with a glut of work in the 24/48 hours before print. The 'crunch' may even be worsened if more articles are expected to be included per issue in a two-week cycle than a one-week one.

A less frequent publication would represent a cost-saving, which we would partially recover by recommending printing fewer issues per week (2000 → 1500), on a slightly shorter average length (48→40). This would open the possibility that some content would be online-only, at the discretion of the Editor. This would also help meet a concern raised regarding environmental sustainability.

### **3.13 Analyse distribution patterns**

Students are conscious that in some areas of campus, lots of the issues placed are never picked up. The concern around waste can be mitigated by reducing the overall number of copies published along the vein described above<sup>2</sup>, and perhaps by doing a second distribution run moving papers from low- to high-traffic areas.

Once a modicum of normality has been restored to campus, we would recommend **conducting analysis on where papers are picked up** to ensure areas aren't being disproportionately focussed on or neglected; some discussion with students should also take place to establish whether any areas are being missed entirely on the current distribution route. While some adaptation to distribution locations should be made in the short term, it is difficult to conduct a holistic analysis fairly while COVID restrictions are in place, as this affects foot traffic on campus in a transient fashion.

### **3.14 Prioritise coverage on issues related to Imperial**

Students who participated in the consultation process believe the main focus of the newspaper should be on matters relating to Imperial. We asked students to rank 8 key areas of business for *Felix* in order of importance (Table 1); holding the College to account and reporting on College life were clear favourites.

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<sup>2</sup> The figure of 1500 for this is not completely arbitrary; it came pointedly from discussions with previous Editors and students with a high degree of familiarity with the paper.

Field	Mean	Std Deviation
Holding the College to account	2.60	1.72
Reporting on College life	2.62	1.55
Holding the Union to account	3.33	1.63
Providing a platform for student writers	3.51	1.79
Providing experience for student editors	5.09	1.93
Local news	5.92	1.59
Opinion pieces on national and international affairs	6.36	1.61
Reporting on national and international affairs	6.57	1.51

Table 1: Students' preferences for *Felix* priorities. Scores correspond to an average of ranks given to different areas by students (1 point if ranked first, 2 if second etc.)

News	3.53	2.08
Science (including Sustainability and Tech)	4.11	1.88
Clubs and Societies	4.20	1.97
Comment	4.23	2.22
Puzzles	4.26	2.25
Culture & Society (Arts, Music, Books, Film, Food)	4.49	2.11
Hangman	4.61	2.48
Sport	6.56	2.03

Table 2: Student interest in different sections of *Felix*; this was more bunched towards the middle than the table above, with interest in Sport somewhat lower among those surveyed than other sections (possibly due to COVID). Hangman is a satirical section usually comprising oblique references to Union politics and somewhat more pointed comment on the College.

Should the Editor ever have to decide what content to prioritise for print and what to have solely online, we recommend this form one key axis for decision making.

All the granular data which we collected over the course of this process, on this question and others, will be made available to the *Felix* team and to Calum's successor.

### 3.15 Balance the interests of writers and readers – covering broader issues

It was recognised that *Felix* does have a role to play in content which covers broader issues. There was a general consensus that, where issues don't directly relate to students, they



should be reserved for student opinion pieces rather than being a focus in the News section. In addition, there was an overwhelming view that **opinion pieces should be more clearly demarcated as such**. Students also made comment to the effect that where controversial issues are discussed in the paper, effort should be made to seek articles from “both sides”, providing doing so would not conflict with a core value of the Union; such determinations should be left to the editorial team. It is worth acknowledging that the paper has made efforts along these lines in the past.

One other point which was made quite cogently during our consultation process was that the paper is there not only for the readership, but also to give student writers an opportunity to express their views. As shown in table 1, this is understood to be a relatively important function of the paper. Ensuring student writers have an opportunity to see their work in print would be another axis on which the Editor could prioritise content for this format.

## Financials

Making the aforementioned contractual change would realise a financial saving of between £7,000 and £8,000<sup>3</sup>. In addition, a significant saving would be realised by reducing the number and average length of print copies published each week. This saving would be on the order of £2,500, although could be greater if *Felix* is able to transition back to the printer it used before COVID struck; for practical reasons, a new, slightly more expensive firm, is being used.

As well as reducing cost, *Felix* team members have expressed some willingness to increase revenue. However, there is scope to increase advertising revenue. Currently, ad sales in *Felix* are managed by the Union, but are not a great priority for the relevant team. This is unlikely ever to be the case, given the difference in scale between the Union and *Felix*. We believe *Felix* could better realise its potential seeking ads and other forms of sponsorship independently, in the manner of other student clubs and societies. We recognise the committee may not be well-equipped to do so immediately, and that we may already have obligations which need to be fulfilled over multiple years. As such, we would seek to transition these responsibilities in a phased approach over 2-3 years, affirming whatever timescale we set with Calum’s successor.

We believe two principles should be held firm in this area, as follows:

1. The Union and *Felix* should draw a firm line **against the inclusion of sponsored content (paid articles)**, as we believe this would damage the integrity and credibility of the paper.
2. *Felix* should never be reliant on advertising to fund core day-to-day spending; there should be sufficient funding from the Union to cover the basic needs of the website, print editions, and the Editor’s remuneration. Sponsorship should fund “nice to haves”: longer issues, or higher quality paper, or specific medium-long term investments (e.g. in equipment or software) etc. This replicates the financial model the Union itself is bringing in with respect to the College.

## Liability

Any publication comes with some risk of legal liability; this certainly holds true for *Felix*. With close contact between the Union and the newspaper team, we hope to mitigate against the

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<sup>3</sup> The amount an employee earns in an organisation, is somewhat lower than how much they cost that organisation, usually primarily because of National Insurance and pension contributions. The latter figure is what has been used for this approximation. The uncertainty stems from the fact that College pay scales rise with inflation annually, and the precise period of handover changes slightly depending on the calendar year.

risk. The contact points we are solidifying lend clear avenues for the Editor to sense check potentially controversial pieces with Union staff members, especially those related to the Union and the College. This year, we have begun keeping a media lawyer, experienced in advising student publications, on retainer. We recommend continuing this practice, giving another (more independent) route to receive advice.

## Broader Union Support

In addition to what has already been discussed in terms of contact, advice, accountability, and knowledge-sharing between the Union and *Felix*, the following two questions are worth considering:

- Are there areas where **more staff time** would be of benefit to the paper? It was clear from consultation that Union involvement in supporting the paper has ebbed and flowed over the years. There have been years where, for example, the Editor has been able to receive more technical support and advice (e.g. on design issues) than they do at present. Realising this more, is a two-way street, requiring effort in communication and relationship building on both sides. Systems and sponsorship support are currently offered by Union staff, as mentioned earlier in the document.
- Should the Union introduce a **specific staff role supporting student media**? While we would not advocate for a staff member solely to support the newspaper, there is a broader array of student groups in this area who could well benefit. Our intention is to engage with these groups to see what (if any) support is desired.
  - o Such staff roles are common in the sector. This is perhaps unsurprising, as a role of this nature would sit at the intersection of student opportunities and development, and membership communications, which are both vital areas in organisations like ours.

One common thread with these points is that the support and level of engagement between the Union centrally and key volunteers and officers seems to have weakened as knowledgeable and experienced staff have departed, and relationships and knowledge has not been built back up. We should seek to remediate this; the effect it has goes beyond just *Felix*.

## 4. Next steps

Directly related to *Felix*

Action	Description	Key Individuals & Committees	Indicative dates
<b>Bye-Law approval</b>	As articulated in the paper, we believe the inclusion of a Bye-Law setting out the key responsibilities of the <i>Felix</i> Editor role is important. Given its prominence in the organisation, it strikes us as an oversight that this has not already been part of the Union's governing documents.	Union Council + Board of Trustees	23 <sup>rd</sup> -24 <sup>th</sup> March 2021
<b>Felix Policy Amendment</b>	If the recommendations of this report are accepted, and a new Bye-Law introduced, we should then amend the Board <i>Felix</i> policy to remove redundancies and ensure consistency (e.g. on our approach to sponsorship since we are recommending changing that)	Board of Trustees	12 <sup>th</sup> May 2021
<b>Club Constitution</b>	Taking further input from the current team and from Council and Board, we hope to take a new constitution for the <i>Felix</i> club to the first CSPB meeting in Term 3.	CSPB, Arts and Ents Management Group members, Felix Editor, Union President	9 <sup>th</sup> May 2021
<b>Amending Felix Editor contract</b>	We believe the contract should be amended to change slightly the total number of contracted hours and to shift the reporting line to the DoMS.	Managing Director, DoMS, Union President	May 2021
<b>Formalise handover process</b>	Work to ensure proper handover and training process is delivered to incoming Editor, preserving good practice for future years.	Managing Director, DoMS, Union President, Felix Editor	April-June 2021
<b>Capture internal working practices</b>	ICU should hold a document describing what is expected of it in relation to the paper. If these recommendations are expected, such a document could draw heavily from this one.	DoMS, Union President	July 2021

### Other areas motivated by the review

Given the time and depth of this review, it is not surprising that it has touched on themes which apply beyond *Felix*. Although these were almost all on our radar already, this review has brought them into sharp focus.

#### Club Constitutions

These documents are not in a good state, with key provisions severely outdated (to the extent that they simply aren't followed) and with the Union centrally not having sight of them for all clubs. The Union President and DPCS intend to address this if time permits after Easter, with the support of the Student Opportunities and Development Team.

#### Union Policy and Governing Documents

These are not up-to-date on the Union's website, and in the case of the former could be more easily navigable. It would seem sensible to at least begin work on this before the current Union President's term of office is up.

## **Pre-Election Conversations**

We deliberated on pre-election vetting heavily as part of this process, and ultimately decided it would not be useful (and could be quite damaging) to pursue. However, we do think some value could be drawn by candidates for senior roles having an opportunity (being strongly encouraged) to meet with a relevant staff member once they put themselves forward. This would likely help improve candidates' understanding of the roles, and what is feasible under them, before they run. It would also help the Union prepare for handover and induction which usually benefits from being tailored to fit individual skills and knowledge. This would help realise some of the benefits of pre-election vetting and could quite straightforwardly be implemented in the next academic year.

## **Votes of No Confidence**

This is a key area where more clarity is required. In particular, it should be more obvious what would happen if full-time officer were actually removed from the role. Lack of clarity around this question acts as a significant disincentive to pursuing votes of no confidence, weakening a key mechanism by which full-time officers might be held to account.

In addition, our understanding is that there is currently a constitutional ambiguity in terms of when an officer can be "no-confidenced". Can an officer-elect be removed in this way before their role has formally started? If an officer has won re-election, but a vote of no confidence in them passes before the end of their first term, is the election re-opened? There may be answers to these questions, but they could certainly be more clearly laid out in writing if this is the case.

## **Support for Student Volunteers**

As discussed at the end of the previous section, there are clearly areas where our support for student volunteers could be much stronger. Does the Union have the right roles to best support our students? Are we attracting candidates with the best relevant experience to do so? We hope the Union addresses these questions going forward, and gets progressively closer to realising its full potential.

## **Acknowledgement**

We want to thank everyone who gave up their time to take part in this process, particularly Andy Wang, Isabelle Zhang, and Susan Rutter. Special thanks to Tom Newman for his support throughout.

We hope this project helps ensure Imperial students get the newspaper they deserve.

# Appendix A – Felix Review Project Plan

## 1. Overall Details

<b>Project Title:</b>	Felix Review		
<b>Project Manager:</b>	Tom Newman (DoMS)		
<b>Project Sponsor (Senior Leader):</b>	Tom Flynn (MD)		
<b>Lead Officer:</b>	Abhijay Sood (Union President)		
<b>Start Date:</b>	01/02/2021	<b>End Date:</b>	24/03/2021

## 2. Project Rationale

<b>Brief Project Description</b>	<ul style="list-style-type: none"> <li>- Long-term structural issues, brought into sharp focus by short-term challenges, have prejudiced the ability for our student newspaper to succeed. Our goal here is to address these issues, informed by clear consultation, in order to ensure the output of the paper is more consistent, improve morale within future editorial teams, and instil confidence in <i>Felix</i> for the future.</li> </ul>
<b>What is the business problem or opportunity this project is trying to solve?</b>	<ul style="list-style-type: none"> <li>- <b>Problems:</b> <ul style="list-style-type: none"> <li>o Inconsistent quality and quantity of output, which is deleterious to student engagement with the paper (writing and reading)</li> <li>o Issues with the role of editor:                             <ul style="list-style-type: none"> <li>▪ Inconsistent performance for postholders over multiple years</li> <li>▪ Lack of accountability</li> <li>▪ Lack of clear expectations</li> <li>▪ Lack of clear support from the Union, both formally (directly contributing to the above) and informally (contributing to personal isolation, and thus indirectly to the rest)</li> </ul> </li> </ul> </li> <li>- <b>Opportunities:</b> <ul style="list-style-type: none"> <li>To enhance positive aspects of <i>Felix</i>, including:                             <ul style="list-style-type: none"> <li>o The production of relevant content for the student body</li> <li>o The furthering the students' interests by challenging the university and holding elected representatives to account</li> <li>o Providing a platform for students to share their views</li> <li>o Helping to develop individual skills: from writers to content and copy editors</li> <li>o Contributing to a sense of community across our campuses</li> </ul> </li> </ul> <p>All of these areas contribute to furthering the Union's charitable objectives. In addition, this project aims to:</p> <ul style="list-style-type: none"> <li>o Restore confidence among students, Union officers, and the Board of Trustees, that <i>Felix</i> remains a worthwhile investment.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Preserve and further the positive traditions and history of this institution, from HG Wells to <i>Phoenix</i>.</li> </ul>
What change will this project deliver to meet that need?	<ul style="list-style-type: none"> <li>- High performing paper, includes editor with clear expectations/accountability, cohesive team, consistency in the quality/output</li> <li>- Organisational/student buy in</li> <li>- Higher engagement/readership of the paper, meaningful content in the interests of the student body</li> </ul>

### 3. Project Plan

What are the objectives for the project?	<p>To review, and establish clearly in writing:</p> <ol style="list-style-type: none"> <li>1. Details regarding the editor, including: <ul style="list-style-type: none"> <li>- The selection criteria</li> <li>- The role description and responsibilities</li> <li>- How they will be held to account</li> <li>- How they will be supported by the Union</li> </ul> </li> <li>2. The structure of the <i>Felix</i> committee</li> <li>3. Recommendations regarding the future output of the paper, including: <ul style="list-style-type: none"> <li>- The frequency and number of print copies</li> <li>- The digital future of the paper</li> <li>- The place of <i>Phoenix</i> in the future – <b>deprioritised given the specificity of this point relative to others</b></li> </ul> </li> </ol>
How will we measure the success of the project?	<ul style="list-style-type: none"> <li>- <b>Short-term:</b></li> <li>- Producing tangible deliverables with <b>buy-in</b> from relevant stakeholders, particularly the <i>Felix</i> team and the Union's Board <ul style="list-style-type: none"> <li>○ We should aim for a high degree of consensus, though not necessarily unanimity, over the trajectory we choose.</li> </ul> </li> <li>- The experience and output of the editor</li> <li>- Stakeholder buy in (Editor and <i>Felix</i> team, board)</li> <li>- Readership – without tying to counterproductive metric (engagement, interest, volume)</li> <li>- Interest in editor role</li> <li>- <b>Longer-term:</b></li> <li>- Whether the business problems and opportunities listed above are addressed.</li> <li>- We should measure the experience and performance of the editor, and track whether this improves</li> <li>- Interest in the editor role in future</li> <li>- Student engagement – number of writers, volunteer time, readership – we can consider metrics for these that are meaningful without engendering perverse incentives (e.g. a raw readership total that incentivises yellow journalism).</li> </ul> <p>As the project develops, we may wish to discuss more specifically how success might be measured into the future.</p>
What will be the project deliverables (i.e. documents, training, presentations etc)?	<ul style="list-style-type: none"> <li>- Selection process (election/appointment) clearly laid out in writing</li> <li>- Role description for editor in appropriate place in Union structures (e.g. overview in Bye-Laws, details in Policy)</li> <li>- Written accountability/support process from Union</li> <li>- Clarity in <i>Felix</i> constitution/regulations or similar on committee roles and responsibilities, how these may be changed, schedule of delegation etc.</li> </ul>

	- Written record of any consultation conducted (e.g. on the output)																																	
Who is on the project team?	Abhijay Sood*, Tom Newman, Calum Drysdale, <del>Sherwin Sabeghi (didn't join the meetings in the interests of time)</del> , Isabelle Zhang ( <i>Felix</i> Deputy Editor), Andy Wang ( <i>Felix</i> Publicity Officer/Webmaster), One nominated member of Union Council (Susan Rutter)																																	
What actions and tasks are required?	<table border="1"> <thead> <tr> <th>What?</th> <th>Who?</th> <th>When</th> </tr> </thead> <tbody> <tr> <td>Meet <i>Felix</i> Editor</td> <td><b>APS/TN</b></td> <td>01/02/2021</td> </tr> <tr> <td>Meet Leadership</td> <td><b>APS/TN</b></td> <td>02/02/2021</td> </tr> <tr> <td>Finalise project brief &amp; team and arrange first meeting</td> <td><b>APS/TN</b></td> <td>05/02/2021</td> </tr> <tr> <td>Agree concrete steps for consultation</td> <td><b>Project team</b></td> <td>First team meeting (w/c 08/02/2021)</td> </tr> <tr> <td>Other steps to be agreed by project team</td> <td><b>Project team</b></td> <td></td> </tr> <tr> <td>Draft outcomes prepared</td> <td><b>Project team</b></td> <td>02/03/2021</td> </tr> <tr> <td>Paper submitted to Union Council</td> <td><b>APS/CD</b></td> <td>16/03/2021</td> </tr> <tr> <td>Paper submitted to Board</td> <td><b>APS</b></td> <td>17/03/2021</td> </tr> <tr> <td>Union Council meeting – <a href="#">date amended to reflect scheduling change</a></td> <td>--</td> <td>23/03/2021</td> </tr> <tr> <td>Board of Trustees meeting</td> <td>--</td> <td>24/03/2021</td> </tr> </tbody> </table>	What?	Who?	When	Meet <i>Felix</i> Editor	<b>APS/TN</b>	01/02/2021	Meet Leadership	<b>APS/TN</b>	02/02/2021	Finalise project brief & team and arrange first meeting	<b>APS/TN</b>	05/02/2021	Agree concrete steps for consultation	<b>Project team</b>	First team meeting (w/c 08/02/2021)	Other steps to be agreed by project team	<b>Project team</b>		Draft outcomes prepared	<b>Project team</b>	02/03/2021	Paper submitted to Union Council	<b>APS/CD</b>	16/03/2021	Paper submitted to Board	<b>APS</b>	17/03/2021	Union Council meeting – <a href="#">date amended to reflect scheduling change</a>	--	23/03/2021	Board of Trustees meeting	--	24/03/2021
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## Appendix B – Felix Mutual Expectations Document

# Felix Mutual Expectations – January 2021

*Abhijay P. Sood – Union President*

In response to concerns about the performance of the Editor and the output of the paper, the Union President joined a Felix editorial team meeting on January 22<sup>nd</sup>, in order to facilitate a discussion on mutual expectations for the editorial team and Editor going forward. The need for a more comprehensive review was also discussed. The outcomes of the meeting follow.

## Expectations

The overarching feedback was that the Felix Editor should be significantly more communicative, in order to make it easier for the wider team to do their jobs. In particular, concerns were raised about instances where volunteer effort has been sought, been provided, and then this has failed to result in a visible outcome (e.g. where articles or whole editions have been submitted and edited, but not published). In such cases, the Felix team would, entirely reasonably, expect a proper explanation.

### The Felix Editor will:

- **Respond to queries within two working days**
  - o Short queries should be directed to the Felix Editor Teams account or the role Facebook account (rather than Calum's personal account). Lengthier queries should be emailed to felix@imperial.ac.uk.
  - o Live/fast moving news stories may necessitate more rapid responses; messaging on Teams would be best for such instances.
- **Keep regular work hours of 9am-6pm on weekdays**
  - o Non-urgent queries may not be addressed outside these hours
- **Arrange virtual “office hours”** (Action 1.2 – see below)
  - o This will allow team members to e.g. “drop in” to a Teams call where the Editor may be present and working, where they can pose casual questions or initiate casual conversation. This is intended to replicate the serendipitous interactions which would occur under normal circumstances.
- **Write to the editorial team once a week** to share updates on that week's work
  - o These may be brief and relatively informal but should ensure the committee is aware of what the Editor is up to, while making opportunities to support such work clearer.
  - o These updates should be shared in advance of the Friday evening editorial meetings.
  - o A version of these notes should be shared with the Union President and Union Director of Membership Services (Tom Newman).
- **Offer a proper explanation if things go wrong**
  - o It's impossible to guarantee that the paper will run perfectly well. In cases where work falls short of expectations, or unforeseen problems arise, the Felix editor will **proactively communicate the reasons why** to the Felix team, the Union President, and the Director of Membership Services, and will suggest an approach for overcoming such challenges.
- **Provide a clear schedule of delegation** to make responsibilities between different team members clearer and to ensure work can continue should he be indisposed (Action 1.3)



- This schedule should reflect the fact that those the Editor might delegate to are all volunteers, so expectations on them should not be too high.

#### The Felix team will:

- **Attend the weekly editorial meetings**
- **Stick to a mutually agreed workflow** (Action 1.4)
- **Voice frustrations directly**
  - Where individual team members have specific grievances, they will raise these with the responsible party. In the first instance, this should entail writing in private or meeting on a one-to-one basis.
  - If the response has not been satisfactory, the matter should be escalated to the Editor.
  - Where the responsible party is the Felix Editor and the response has not been satisfactory, or where the Felix Editor has failed to handle an internal matter satisfactorily, the matter should be escalated to the Union President.
    - The Editor is committed to being more responsive to these sorts of queries in particular going forward.
- **Direct inquiries about social media to the Deputy Editor (IZ) and the Games Editor/Social Media Officer (AD) in the first instance, rather than the Felix Editor.**

#### The Union President will:

- **Meet with the Felix Editor at least once a fortnight**
- **Make himself available to meet Felix team members where necessary**
  - For example, if grievances cannot be resolved internally, or if members don't feel their voice is being heard adequately.
- **Provide further support at the request of the Felix editor or the Felix team** depending on availability.

#### Actions:

No.	Action	Responsible	Due date
1.1	Provide further training sessions on the new website	Calum D. Andy W.	25-26/01
1.2	Schedule office hours and communicate to the team how these will work	Calum D.	25/01
1.3	Write a draft schedule of delegation for responsibilities within the team*	Calum D.	29/01
1.4	Draft a clear workflow, in writing, for the paper under present circumstances*	Calum D.	05/02
1.5	Speak to the Systems Team about server challenges and get more information on way forward, exploring possibility for independent hosting; update Calum, Andy, Ahmad on this	Abhijay S.	01/02

\*To be discussed and agreed at an editorial meeting. All team members, including the editor, will abide by what is agreed at these fora, or will explain why they have not been able to do so.

## Further Outcomes:

In addition to the above points, and in light of the challenges the paper has faced in recent months, a Felix review for 2021 was discussed. There was broad agreement behind the need for a review, covering:

- The selection criteria for the role of editor
- The structure of the committee
- The way the role is supported by the Union/where it sits in the Union's own structures
- The operation of the paper and its output

To give time to conduct this work properly, it would be necessary to delay the election for the role of Felix Editor. This would give time for a thorough review without forcing us to delay necessary changes until the next academic year.

The Union President's proposition is for a genuine, substantive consultation process on the above elements. If the Union's Board of Trustees, the Felix team, and the wider student body cannot reach a reasonable degree of consensus around an alternative selection process, the role would be run in the Summer elections by default. There was agreement, or at least no dissent, for this course of action at the meeting.

## Acknowledgement

I want to thank all the volunteers who attended and contributed to the meeting; your commitment to the paper is clear as it is welcome, and your dedication will ensure its success. I also want to thank Calum for being forthcoming about challenges and previous shortcomings, and for the willingness he has expressed to work to surmount these.

I hope that, under these terms, we can work together to restore Felix to its proper place at Imperial and secure its position for the future.

**Imperial College Students' Union  
Board of Trustees / 24 March 2021**

**Updated Annual Calendar of Business**

**Author:** Tom Flynn (Chief Executive)

**Purpose:** This paper sets out an updated thematic calendar of business for the Board of Trustees (and Finance and Risk Subcommittee) for the 2020/21 academic year.

### Updated Annual Calendar of Business 2021/22

Date	Meeting	Theme (s) / Key Purpose(s)	Potential Specific Items
29 Apr	F&R	<p>To approve a range of new policies relating to finance, H&amp;S and GDPR.</p> <p>To consider the most recent management accounts and make any suggestions for further structural changes.</p> <p>To consider the initial draft of the 2021/22 Budget</p>	Management Accounts & Financial Update
12 May	Board	<p>To approve a new strategic operating model for the Union, and associated review outcomes.</p> <p>To consider a revised structure to the annual planning round process.</p> <p>To consider the results and approve the recommendations from a number of strategic reviews.</p> <p>To consider the new Risk Register for the Union.</p> <p>To consider the annual report from the Returning Officer &amp; Deputy Returning Officer</p> <p>To consider an action plan for the development of our finance operation</p>	<p>2021-23 Strategic Plan 2021-22 indicative budget</p> <p>Annual Planning Round 2021/22</p> <p>Governance Review</p> <p>Strategic Risk Register</p> <p>RO &amp; DRO Annual Report</p>
16 Jun	F&R	<p>To consider the 2021/22 draft budget for the Union</p> <p>To approve a range of new policies relating to finance, H&amp;S and GDPR.</p>	2021/22 Budget

		<p>To consider the most recent management accounts and make any suggestions for further structural changes.</p> <p>To consider the expected end of year financial results.</p> <p>To consider the annual Health &amp; Safety Report.</p>	<p>Management Accounts &amp; Financial Update</p> <p>Expected End of Year Outturn 2020/21</p> <p>2020/21 Annual H&amp;S Report</p>
23 Jun	Board	<p>To consider the expected end of year financial results To approve the 2021/22 Budget.</p> <p>To approve the calendar of business and governance schedule for 2021/22.</p> <p>To consider the results of an annual membership satisfaction survey.</p> <p>To consider the draft text for the Trustees' Annual Report.</p> <p>To consider the results and approve the recommendations from a number of strategic reviews.</p> <p>To approve the annual PDR and associated objectives for the Managing Director, undertaken by the Chair &amp; President.</p>	<p>Expected End of Year Outturn 2020/21 2021/22 Budget</p> <p>2021/22 Annual Calendar of Business Appointment of RO &amp; DRO</p> <p>Student Experience Survey 2021</p> <p>2020/21 Impact Report</p> <p>Staffing Review Buildings &amp; Space Review</p> <p>MD PDR and Annual Objectives</p>
07 July	Board (informal)	<p>To consider outgoing reflections from Officer Trustees.</p>	<p>OT Reflections Paper</p>