

Imperial College Union
Board of Trustees / 23 June 2021

Managing Director Update

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

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

1. Key Projects / Work Delivered

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

- i. COVID-19 response: we have been working to implement the changes to our services based on the government's roadmap out of lockdown. Since the last update we have opened both Reynold's Bar (Wednesday and Fridays) for the medical students, and H-Bar for postgraduates and staff – increasing our staff to enable this. A further verbal update on this will be given at the meeting due to the most recent government announcement.
- ii. Financial model agreement: we submitted the final business case to the College, and this has now been included within the College's annual budgeting round discussions. There was universal and broad agreement on it, and we are now awaiting confirmation regarding our block grant level for 2021/22.
- iii. Preparing for Growth: the consultation and communication of this reorganisation have been completed as per the timeline circulated to Trustees. I will provide a further verbal update on this at the meeting.
- iv. Governance review: this is covered as a standalone item on the agenda.
- v. Partnership Agreement: this is covered as a standalone item on the agenda.
- vi. Code of Practice: this is covered as a standalone item on the agenda.
- vii. Strategic Risk Register: this is covered as a standalone item on the agenda.
- viii. Return to the office: this is covered as a standalone item on the agenda.
- ix. Building works: we have now approved the Harlington Fund funded capital refurbishment of the Union Concert Hall, to take place over the summer period – but still enabling the Union to accommodate the financially lucrative BBC Proms bookings. The working group on the Reynold's Bar refurbishment has now met and is working up a project scope. There is a further standalone item on the agenda that includes information on other space refurbishments.
- x. Staff development day: in early June we held another all-staff consultation and development day, focussing on our enabler 'great people and culture'. We also used this event as an opportunity for staff to consider the recent engagement survey results and make suggestions

that will now feed into the formal action plan (people and culture strategic review) that will come to Board in September.

2. Key (Short Term) Future Projects

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

- i. Annual planning and budgeting rounds: the timeline for both are slightly later than anticipated due to staff changes / College financial decision making.
- ii. Staff recruitment: over the next two/three months we will be looking to recruit a significant number of new permanent staff, in line with the 'back to basics structure' discussed earlier this year. This will include a new Senior Management Team post – Director of Marketing & Communication.
- iii. Officer induction: planning is now underway for our annual induction process for incoming OTs and other elected sabbatical officers. A substantial portion of this will be delivered in the latter half of July.
- iv. Strategic reviews: the Strategic Plan and Governance Review task and finish groups have both now completed the work set out in their terms of reference. We are now progressing the Commercial Review (Rob Scully), People and Culture (Ashley Cory) and Space (Tom Newman),
- v. Annual measuring round & report: the text for our annual report will be compiled over July/August, alongside baseline data aligned with the new strategic plan. A draft report and a paper setting out our annual approach to measuring will come to Board in September.
- vi. Annual appraisals & objectives 2021/22: I will be meeting with the Chair and President to conduct my own annual appraisal and objective setting for 2021/22 on 14 July. This will then cascade down through the SMT, before the wider staff team in August.
- vii. Annual leave: I will be taking some annual leave over June/July/August. Unfortunately, it doesn't look like it's going to be a beach holiday in the sun.

3. College, Sector and other Updates

3.1 College

There have been a number of further staffing changes within the College, Abhijay will provide a verbal update on this in the meeting.

The College's 'Silver Group' is due to stand down in August, with the governance structure returning to business as usual. It is being replaced by an Operations Committee (reporting into Provost's Board). The Managing Director of the Union is a non-voting member of this committee.

3.2 Sector

Over the summer there are a range of students' union virtual conferences / training sessions taking place. In line with our seventh enabler (a constructive relationship with the College and wider sector), we will be looking to engage as many of our staff with these sessions as possible.