Imperial College Union / Board of Trustees
Minutes of the 29 July 2026 2pm meeting held in the Union Bar, Beit Building
Minutes follow the agenda order
Matters identified as confidential to Board and redacted indicated by [X]

1. Welcome & Apologies

SR introduced himself and WELCOMED everyone to the meeting, including incoming trustees as invited observers:

Trustees Present

Stephen Richardson	(SR)	Lay Trustee (and Chair of the Board of Trustees)
Dot Griffiths	(DG)	Lay Trustee
Nick Marley	(NM)	Lay Trustee (and Chair of Finance, Audit & Risk)
Jane Coulson	(JC)	Lay Trustee (and Chair of Governance & Membership)
Bulbul Basu	(BB)	Lay Trustee (and Chair of IUT Ltd Board of Directors)
Phil Power	(PP)	Alumni Trustee
Nico Henry	(NH)	Officer Trustee (Union President)
Tom Gordon	(TG)	Officer Trustee (Deputy President Activities
Anson To	(AT)	Officer Trustee (Deputy President Welfare)
Emina Hogas	(EH)	Officer Trustee (Deputy President Education)
Basit Khan	(BK)	Student Trustee
Anthea MacIntosh-LaRocque	(AML)	Union Council Chair (and Student-Trustee-elect)
Lilia Evans	(LE)	Student Trustee (and Student Trustee-designate)
Staff In Attendance		
Tom Newman	(TN)	Managing Director
Peter Greaney	(PG)	External Director of Finance
Annie Willmot	(AW)	Interim Director of Membership Services (Maternity Cover)
Rob Pegg	(RP)	Director of Commercial Services
Clem Jones	(CJ)	Governance & Executive Manager
Incoming Trustees/Guests Attending		
Daniel Zhuo	(DZ)	Officer Trustee-elect (Union President)
Sky Wang	(SW)	Officer Trustee-elect (Deputy President Activities)
Sarah Azam	(SA)	Officer Trustee-elect (Deputy President Welfare)
Jacob Eyre	(JE)	Officer Trustee-elect (Deputy President Education)
Aidan Madge	(AM)	Student Trustee-elect
Aisha Qadi	(AQ)	Second Student Member of University Council-designate

NOTED apologies from student trustees Sai Venkateshwaran (SV) and Yasmin Baker (YB).

NOTED apologies from Union Council Chair-elect Yuanze Xia (YX). WELCOMED *in absentia*.

THANKED the outgoing trustees. NOTED there are no starred items for this meeting.

NOTED most trustee annual Declarations of Interests (DOI) have now been received by CJ.

NOTED the need for trustees to raise any DOIs regarding agenda items at a given meeting.

NOTED confidential minutes are indicated in red text in the closed minutes and will be redacted from the open version publicised on the website.

NOTED the following would be discussed under Item 22 (Any Other Business): -

i. Expenditure approval for Imperial College Underwater (Scuba) Club

SR advised incoming trustees of the need to raise AOB as soon as possible in advance of the meeting (at least 24 hours in advance of the meeting).

2. Approval of the Minutes of the Previous Meeting held on 27 May 2026

APPROVED the drafted minutes of the previous meeting as an accurate record of proceedings, subject to correcting typographical errors identified by CJ and DG.

Action: DG to email CJ typographical error in draft minutes of previous meeting for correcting in final/published version.

3. Action Tracker

NOTED the Board of Trustees Action Tracker and the following verbal updates:

i. TN advised, re: action TB23003 (Annual Balanced Scorecard to analyse total number of engaged students by different demographics), that the Annual Balanced Scorecard will be presented to the September meeting.
ii. NOTED re: actions TB24011 and TB24012 (relating to corporate structure review) that corporate structure considerations would be discussed under Item 17.
iii. TN advised, re: action TB24030 (ask university Director of Safeguarding to audit ICU Safeguarding Processes) that the relevant individual is leaving Imperial; TN has been provided with a list of contacts and suggested that he could bring a proposed approach to the Finance, Audit & Risk meeting in August.

Action: TN to bring a safeguarding audit approach to Finance, Audit & Risk in August.

iv. NOTED action TB26008 (keep seeking funding for 'Category C' activities on the agenda) would be discussed under Item 13.
v. NOTED, re: action TB26009 (Finance, Audit & Risk to consider a capital plan), that a capital plan is being presented to the Board directly instead under Item 14.
vi. RP advised, re: action TB26010 (by Aug 2026, apply for the accreditation available for organisations working towards London Living Wage (LLW)) that LLW from April 2027 has been built into the proposed 2026-2027 budget. RP advised that once the budget is approved, ICU can begin to apply for the LLW accreditation scheme.
vii. RP advised, re: action TB26011 (progress EPOS system tender, with student representation) that EPOS systems are undergoing student testing this week (with bar staff) and ICT testing (for compliance). AML if asked if the systems being considered allow for app-less student status verification. RP advised that both systems being considered have three mechanisms available for student status verification, none of which require use of an app. AM asked if CID cards could be used. RP noted ICU is working with ICT to check whether the barcode on CID cards could be used, noting the need to check what data (if any) would be shared, and noting the barcode is mainly used for library services.
viii. AW advised, re: action TB26015 (ensure training/follow up is in place for next influx of student group committee leaders) that she has an overview of upcoming training, and that work is underway regarding updating the online Knowledge Base. AW also noted the need for a review to take place at least annually, in order to see what types of issues are being raised as complaints/member allegations, so that ICU can respond appropriately.
ix. CJ advised, re: action TB26016 (discuss risk escalation procedure challenges with NM) that he has created and discussed with NM a template document for staff to use to help them follow the procedure.
x. TN noted, re: action TB26016 (discuss contract processes with university procurement team) that a Union procurement policy needs to be developed and approved by Finance, Audit & Risk, targeting the August meeting.
Action: TN to lead on procurement policy development.

xi. Noted that action TB26020 (building access changes) would be discussed under Item 14.
xii. Noted that action TB26022 (business case for potentially emerging catering opportunity [X]) has been paused and will be revisited in January 2027 [X].

4. **Any Other Matters Arising** - None
5. **Declarations of Any Potential Conflicts of Interest Relating to Agenda Items**

None raised at Item 5, but TG later raised he is a member of 9 clubs (in relation to Item 16).

6. **Identification of Any Items of Confidential Business**

TN advised that any sensitive matters could be identified throughout the meeting.

7. **Board Subcommittees Update**

TN, NM, BB and JC presented paper TB/25-26/66. NOTED the update, including the following:

i. TN highlighted that Management Committee met on 3 July to review the proposed annual operating plans for 2026-2027, and noted that the 2026-2027 membership of the committee are due to meet on 17 August to do the same. TN that he will take over from RP as Chair of Operational Health & Safety Committee moving forwards.
ii. NM noted on 24 June Finance, Audit & Risk discussed Reynolds Bar, including that it is a loss-making venue but also whether ICU may wish to continue to offer it as a service to students as part of ICU's charitable objectives. NM also explained about the historical catering VAT liability, noting that ICU responded with prudence and therefore there may be more surplus than originally expected at year end which would be available for strategic investment. NM noted the committee will review the strategic risk register at its next meeting to recommend to Board for annual approval. NM noted the committee discussed the Safe Adventures sector report and noted that an update on implementation would come to the October committee meeting. NM noted a donations acceptance policy is due to be introduced at the August committee meeting.
iii. BB noted the trading subsidiary's Board of Directors met on 9 June and discussed the ongoing recruitment for an independent director, noting that NM is currently a director but this requires conflicts to be carefully managed as NM chairs Finance, Audit & Risk, which scrutinises the work of the trading subsidiary on behalf of the charity. BB noted the intention to ask the Board of Trustees to appoint an independent member in September. AM asked about the role of an independent director, and BB and AW explained that it is standard practice for companies to have a director who is both non-executive (not involved in running the company) and independent (not linked to the company/parent charity in another way), to provide external perspectives, insight and scrutiny. NH noted it would be someone to provide strategic input, encouragement and constructive challenge to the work of RP as Director of Commercial Services.
iv. JC noted Governance & Membership committee will meet on 2 September for its annual meeting, with JC and CJ meeting regularly to discuss member discipline matters. JC noted that cases often reflect difficulties that society members face such as navigating union systems and financial processes. JC also noted the plans to introduce an improved case tracking spreadsheet for the new academic year. TG raised an operational issue with the proposed complaints/allegations capture form for the new academic year, and it was agreed that he and AW/CJ should discuss this.

Action: TG discuss concerns with proposed complaints/allegations capture form with AW/CJ.

v. NM noted Task and Finish (T&F) working groups sometimes exist. TN noted there are none active at present but noted if any are stood up then trustees will be advised; TN noted one that may emerge in the near future is a Digital Strategy T&F group.

8. Governing Documents Updates

AML presented paper TB/25-26/67.

i. JE noted he had discussed with the Postgraduate Representation Coordinator whether the lead postgraduate role in Medicine (drafted in the proposed changes as a 'Postgraduate president') could be changed to be called a 'Vice-Chair', with officers underneath for PGT and PGR, to make it clearer that this lead role feeds into the PG Chairs above it.

APPROVED the proposed updates to Bye-Laws A, F and L, subject to incorporating the suggested revision discussed, and DELEGATED authority to AML to make this suggested change in consultation with JE and CJ.

Action: AML, JE and CJ to meet to finalise revised wording to Bye-Laws, and ensure that the Union's Bye-Laws are updated accordingly on the Union website.

9. Subcommittees' Terms of Reference & Membership Appointments

NH presented paper TB/25-26/68, noting the proposal to appoint all ICU Deputy Presidents to both trustee-chaired subcommittees this year. AM asked if this implies that there are no intentions to reintroduce a Deputy President (Finance & Services) role. NH noted the proposed subcommittee appointments are being proposed independent of that consideration.

APPROVED the 2026-2027 subcommittee appointments as outlined in TB/25-26/68 and also NOTED the trustee mentoring groups for 2026-2027 as tabled by NH.

10. Safeguarding Assurance Report

TN presented paper TB/25-26/69. TN highlighted the safeguarding policy being presented for re-approval, noting that some feedback had been received in advance of the meeting (including identification of a typographical error which would be corrected). TN also highlighted the suggestion that the policy could be reviewed by Board triennially, with its Code of Practice reviewed annually by Management Committee. TN noted that the number of matters logged in the Union Safeguarding Log (USL) has increased (18 in 2025/26, up from 7 in 2024/25), suggesting that staff are erring on the side of caution and reporting any potential concerns. TN noted that a high percentage of the concerns logged in 2025-2026 do not relate to children or vulnerable adults. TN noted that one entry related to a U18 student attempting to access the Advice Service, and an appropriate risk assessment was in place to enable the student to access the service. TN highlighted other log entries whereby matters had been appropriately escalated to the University Safeguarding Lead. TN also noted that logs are being made by staff throughout the year rather spiking after training. TN also highlighted the proposed Action Plan for 2025-2026.

i. EH asked about the reporting mechanism. TN noted the USL is linked via SharePoint. SR asked if this is widely known and easy to find. TN noted it used across the Union.
ii. AML asked if moving to review the policy on a triennial basis would be subject to any legislative requirement changes and asked who would lead on raising this to be Board. TN noted Finance, Audit & Risk lead on the approach to risk management.
AML asked if the Online Safety Act needed to be considered and whether a lawyer had been consulted on the policy. TN noted the outgoing university Director of

Safeguarding has reviewed the policy; TN suggested work could be done with their successor to incorporate any appropriate references to the Online Safety Act. AML suggested timing is apt to consider this now, as on the SUMS platform everyone has the is able to use online commenting features such as 'Suggestions' therefore Safeguarding matters may arise; AML stated that the Union chose to turn commenting off for this feature but could easily have kept it on as there is no existing policy on this. TN noted a need to respond in a timely manner but also the need to understand the requirements of the Act.

Action: TN to work with Imperial colleagues to incorporate appropriate references in policy.

iii. NM noted two influxes of report appearing to be around the beginning of each term and asked whether more could be done to mitigate this; NM also asked whether the Board Effectiveness Review recommendations suggest Board should be reviewing the safeguarding policy triennially or more often. TN noted the Union has secured additional staff resources in the Advice Team, which could involve outreach around promoting appropriate behaviour, helping to address the spike in concerns each term.

RETAINED annual review of the Safeguarding Policy and revisit triennial proposal next July.

NOTED the Safeguarding Assurance Report and RE-APPROVED the Safeguarding Policy.

Action: CJ to correct typo in Safeguarding Policy and update on website.

11. June 2026 Management Accounts Summary

PG presented paper TB/25-26/70.

i. NM asked whether catering overspend is an initial issue or a longer-term trend? RP noted the issue directly relates to resources. [X].
ii. NM noted a known risk this year was around Summer Series and asked for feedback. RP noted £8k surplus. AM asked about the format of having an event every day of the Series. RP noted there did appear to be some fatigue towards the end of the series. SR suggested reporting back more fully before deciding on next year's activities. RP noted the intention to bring something to September Board.

Action: RP to bring a paper on Summer Series to future Board meeting.

NOTED the June 2026 Management Accounts Summary.

12. Expected Outturn 2025/26

PG presented paper TB/25-26/71, highlighting that it communicates the expected year-end result, which is anticipated at this stage to be a surplus of c£148k, noting that this is an improvement from the forecast of £67k. PG also highlighted a correction to a prior year catering VAT liability provision, presenting as extra income of around £124k. PG noted that the net result is therefore now an expected surplus in the region of £272k, with the amount being available for Strategic Investment anticipated to be £437k.

i. AM asked about the Reserves Target. PG noted this is agreed by Trustee Board every year. PG noted that some charities use three months' running costs as a baseline; PG noted that ICU's target takes into account a number of factors and is currently £640k.

NOTED the Expected Outturn 2025/26.

13. Budget 2026-2027

PG presented paper TB/25-26/72, noting the proposed budget is being recommended to the Board by Finance, Audit & Risk and IUT Ltd's Board of Directors. PG noted it is the start of a new two-year funding period with the university.

i. NM asked PG to explain for the benefit of new trustees why the Commercial Management Fee is presented under income. PG noted the budget involves two organisations (charity and trading subsidiary); the subsidiary recognises that some ICU management time is used to run the subsidiary, so this is shown as income for the charity and expenditure for the subsidiary; in the group accounts, the lines cancel out.
ii. AML asked, regarding the Risks and Opportunities identified, if in future trustees could be presented with the likelihood and financial impact (i.e., a range of how much this could cost) explicitly outlined for each of the risk associated with the budget.

Action: PG to present the Budget Risks and Opportunities section of the paper with likelihood and financial impact (i.e., a range of how much this could cost) explicitly outlined for each of the risk associated with the budget, for the 2027-2028 Union Budget paper onwards.

iii. JE asked why H-Bar has been closed but Reynolds has not been closed. RP noted that H-Bar was marketed as a postgraduate space pre-pandemic, but after the pandemic the offer became less impactful/more disjointed; Reynolds provides a clear service provision for the medical student demographic and is the only bar near their campus. AM asked if H-Bar is in a state whereby ICU could reopen it. RP noted a challenge is with the daytime catering outlet there being so popular and with the space also being used by undergraduates. NM noted Reynolds performance is often reviewed by Finance, Audit & Risk and the state of H-Bar could be considered similarly. TN noted a broader question is about the Union's offer for postgraduates, noting that having staff resource towards supporting postgraduate representation helps but the impact needs to be measured, with better alignment of postgraduate representation with constituent unions also intended to help.

APPROVED the 2026-2027 budget.

14. Capital Expenditure

TN presented paper TB/25-26/73, highlighting that it sets out an intended approach to planning about use of the Strategic Investment Fund and Capital Expenditure.

i. LE asked about whether the office reconfiguration makes sense if no reconfiguration is planned for the rest of the building. TN noted the proposed office reconfiguration seeks to improve staff culture and experience and to also provide a student space. NH noted conversations are taking place with the university regarding other spaces in the building that could be improved and that the university might be able to help fund.
ii. AM asked if the funds related to reconfiguring the mezzanine. AW noted the estimated costs are for replacing furniture. It was clarified that the Board is being asked to earmark funds towards office reconfiguration. EH asked how the office configuration fits into the broader vision for Beit Building. It the noted that the initial principle being proposed is to see if staff can be located all together on one floor for improved culture. PP noted the mezzanine floor was initially built as a drop-in centre for students and subsequently repurposed for staff offices. DG expressed support the reconfiguration and suggested it could be done over the summer period. TN suggested that more

broadly ICU needs to define the service that different groups can expect to receive when they come to the Beit Building.

iii. AML suggested that the proposal to improve AV in the Union Dining Hall should be rated as Tier 1 critical infrastructure, highlighting the importance of accessibility requirements e.g. suitable technology to be able to sufficiently hear during meetings held in the UDH.

iv. AM asked about the costs for Security Upgrades. RP noted the actual cost is for security infrastructure is c£220k; the £110k requested would cover for access control, network and CCTV. RP explained this need relates to a Security Review undertaken which highlighted improvements needed. RP advised access control itself is c£90k. NM noted that ideally the university should fund these infrastructure improvements but Finance, Audit & Risk considers that ICU does need to ensure the improvements happen.

v. JE asked where he could read the Security Review and asked if it had been considered that some students might view access control as preventing them from accessing staff and from the OTs being seen as transparent and accountable. TN noted that the Review can be reshared, and on transparency noted there is a need to define what ICU's student service principles should be and how these relate to organisational responsibilities relating to staffing and security. NH noted Level 2 is sometime empty, and it may help increase staff presence if all staff are on one floor.

APPROVED all the strategic designation requests as set out in sec 6 of TB/25-26/73.

15. Activities-related Designated Funds

TG presented paper TB/25-26/74.

i. AM asked about the rationale and process of the proposed Health, Safety & Compliance Fund. TG stated a c£15k gap has been identified in terms of how much student groups apply for (in relation to Health & Safety) and much they have been allocated. TG suggested £3k of the fund would be ringfenced for First Aid training. AW clarified that within the 2026-2027 budget provision has been made for essential H&S training for groups and the proposed Fund is to help groups excel in relation to implementing elements of the Safe Adventures report, noting that the next step is for the application process to be more clearly defined.

ii. NM noted his mentor group reviewed CSP underspends and there did not appear to be any recurring themes or trends impacting in terms of particular groups underspending.

APPROVED the proposed funds designations as outlined in paper TB/25-26/74.

16. Club and Society Grant Allocations for 2026-2027

TG presented paper TB/25-26/75, noting that the appeals stage of student group annual budgeting has now concluded since the paper was reviewed at Finance, Audit & Risk.

i. DG asked about abbreviations in the appendix. TG notes this refers to which Management Group student groups are located under.

ii. JC noted 73 of the 226 groups receiving no funding did put in a funding request but were unsuccessful due to the requests largely not meeting the criteria; JC suggested this underlines the importance of training for group leaders. TG noted the Union did try to make the criteria clear during the training but this can be taken on board for next year.

iii. JE asked whether 5% uplift from the university towards the total amount of grant funding available for student groups was ringfenced by the university or whether the Union determined to ringfence a portion of an increased block grant. PG clarified that a funding increase was sought as part of a block grant application, which implied that the total amount of grant funding being provided for groups would increase from £425k to £446k.

APPROVED the per-CSP funding allocations as determined through the CSP Annual Budgeting Process.

17. DEEP DIVE: Board Effectiveness Review

TN presented a slideshow summary of the content of paper TB/25-26/76, which was RECEIVED by the Board.

i. LE asked whether, following the implementation of the review, if ICU will communicate the implementation approach to students, imagining that there could be some questions regarding why some recommendations are being implemented asap while others are being scoped/considered before possible acceptance or rejection. TN suggested ICU should communicate the outcome of the review with students.

Action: CJ/TN to work with Officers to communicate the outcome of the review with students.

ii. AML asked how we are Board will know when the recommendations have been achieved and whether measurable targets have been made for the different recommendations, noting that some recommendations are vaguer (e.g. how does Board measure if terms of reference are sufficiently 'clear') than others? NM also noted that he has a view on some of the recommendations. SR suggested that the Board receives a proposal at its next meeting in relation to recommendations 1-29 (indicating how they will be met), with a forward plan for the remaining recommendations; SR suggested a partial answer should be provided for the growth recommendations during the next academic year.

Action: TN/CJ to prepare a proposal for the September Board meeting on how the Board Effectiveness recommendations will be measured and met.

AGREED to the recommended next steps as outlined in section 4 of paper TB/25-26/76.

18. Managing Director Report

TN presented paper TB/25-26/77, recording his thanks to the outgoing Sabbatical Officers.

TN noted the Joint Trade Unions have now accepted the university's pay offer for the next academic year; TN stated it is not clear if this means the 2025 pay dispute has now ended.

i. AT asked regarding the AI policy approach whether student views could influence ICU's approach to how ICU staff should use AI. TN noted the role of student representatives to represent student views to ICU management when staff policies are being formed, but also noted the difference between democracy, governance and management as identified by the Board effectiveness review. AT further asked if students would continue to be engaged on the Union's AI policy and if so whether this would be via Union Council or primary Officer Trustee input. TN noted Union Council are welcome to continue discussing and debating AI.
ii. SR noted he and NH appraised TN last week for his annual appraisal.

NOTED the Managing Director update.

19. Officer Trustee End of Year Report & Reflections

NH presented paper TB/25-26/78. NH stated it had been a productive year and noted the Imperial's positive result for the NSS question on the students' union. NH thanked AW and Helena Schofield (Representation Manager) for contributing to this excellent result

i. AT noted they had completed most of their manifesto objectives for the year commended the new the manifesto tracker added to the union website this year. AT suggested the Union could make more progress regarding its EDI strategy and noted the risk of casual staff potentially looking to unionise in relation to ICU, suggesting that this could have a negative reputational impact.
ii. EH thanked AW for assisting with engagement at Union Council over the past year. EH noted change in the education portfolio can sometimes take place slowly but was happy to see efforts and improvements regarding postgrad engagement.
iii. TG noted uptake on the Student Experience Fund had been slightly lower this year and unfortunately it had not been possible to expand eligibility to international students. TG noted response times to Activities enquiries has improved, Management Group committee roles have been filled for next year

NH noted the university is undertaking a residential review and there are likely to be changes upcoming regarding sale of buildings; AT has asked Nicola Morgan to arrange meetings with Hall Seniors regarding this. NOTED the Officer Trustee update and THANKED the Officers.

20. Union Council Chair End of Year Report & Reflections

AML presented paper TB/25-26/79, reflecting that an aim of hers over her three-year tenure has been improving transparency, communication and accessibility, noting that this has been aligned with what Board has been trying to achieve. AML reflected on the opportunity and challenges of the Democracy Review and that moving forward the next steps could be reframed as a Democracy Plan now that the review has concluded. AML suggested that increased staff and SMT presence at Council this year has benefited discussions at Council.

AML suggested it may be helpful to consider how we measure success in the Union's democracy moving forward. AML also reflected on the need to set clear expectations with consultants regarding deliverables and to be clear about consequences if these are not met. AML also reflected on the need to consider the size and scope of pieces of work, suggesting that smaller pieces of work with clearer outcomes could result in better outcomes; AML suggested this could also give an opportunity to evaluate the work of consultants in sections.

AML noted the justification for a new membership management system has been to avoid single points of failure, but a critique of this from Union Council members has been that single points of failure still exist as not all activity has transitioned away from the legacy system. AML suggested that some changes of documentation, review of AI, and student talent with the supervision of staff could be ways to address issues with the legacy system rather than necessarily requiring a move to a new system.

AML raised that three years ago she had raised an idea of creating a student dropbox for ideas on the Union website but one still not become fully operational, suggesting that reflection is needed on whether the new member management system is really what the organisation needs to use. AML drew attention to the individuals mentioned in her report that she wished to thank for their help.

NOTED the Union Council Chair update.

Additional agenda item: Retiring Student Trustee Reflection

BK, as a retiring student trustee, thanked everyone for being welcoming and wished the Board and staff good luck for the future.

21. Annual Calendar of Business Update

TN presented paper TB/25-26/80.

NOTED the Annual Calendar of Business update.

22. Any Other Business (AOB)

Approval of Scuba Club Expenditure

TG presented paper TB/25-26/81.

APPROVED the expenditure up to a limit of £85k and APPROVED delegated authority to the Managing Director to sign contracts for up to £85k in relation to this expenditure.

23. Discussion between Trustees and MD

There was a discussion held between trustees and the Managing Director without other staff present.

24. Trustee Discussion without Staff

There was a trustee discussion without staff.

ENDS.