



Imperial College Union Board of Trustees

20 Feb 2019

AGENDA ITEM NO.	Item 14
TITLE	Update on 18/19 Business plan
AUTHOR	Jarlath O'Hara
EXECUTIVE SUMMARY	This paper sets out the progress to date against each item of the 18/19 Business Plan.
PURPOSE	To inform Board of mid-year progress towards Business Plan objectives.
DECISION/ACTION REQUIRED	None required.

18/19 Business Plan Update

This paper sets out the progress to date against each item of the 18/19 Business Plan.

Project Management – full mapping of all agreed projects and their progress

Initially with terminology around project management, we have refined this to ‘Transforming the way we work’ which maintains a project management aspect.

A project team has been formed and is making great progress so far with all staff now on Microsoft Teams and multiple training sessions taking place to support staff with the transition. A Project Mapping exercise has taken place giving an improved understanding of the peak periods and enabling the start of a fresh look at whether prioritisation is currently correct and well aligned across the Union. Finally, a project management framework is being developed and will be rolled out in the coming months.

This is a significant shift across the Union and should have a positive impact on staff wellbeing. We are looking at this as a change management programme and are using Kotter’s 8 Step Change model to guide us through.

Develop a Spaces Strategy which is integrated with a refreshed reserves policy and comprises all campuses over the 5 years ahead.

This is a huge piece of work with far reaching implications across the whole Union. Following the ‘Spaces Vision’ discussion at the December Board meeting, progress continues on several fronts. This forms part of the strategy discussions with College as well as key relationships with Director of Estates, Associate Provost (Academic Planning) and others. In the meanwhile, significant progress is being made on individual plans for areas including flooring within Beit Building, kitchen renovation and retail spaces.

Develop a Strategic Marketing Plan which includes an Impact & achievement dialogue with members.

It was agreed at Communications Committee that this would be de-prioritised as an overarching piece of work. Varying degrees of progress have been made against the following sections: social media strategy; OT Communications; student consultation; and PG engagement. Impact and achievement dialogue will play an increased role in the summer term.

Work in Partnership with College to ensure their publishing and implementation of a Student Support Strategy with the Union’s Wellbeing Rep Network established as a long-term funded initiative.

Led by Deputy President (Welfare) and the relationship with the Director of Student Services, an extensive consultation was held on the draft Strategy. The strategy is now in the final stages of funding conversations which are expected to be successful. Establishing the Union’s role other than input of the student voice is not yet clear. The Wellbeing Rep Network review and subsequent funding conversations are yet to take place.

Work in Partnership with College to ensure their publishing and implementation of an Equality, Diversity and Inclusivity Strategy with clarity established over the Union's future specific delivery function.

The EDI strategy has been published with an action plan and the journey towards delivery has now begun. Again led by Deputy President (Welfare) and the relationship with Assistant Provost (EDI), the inclusivity paper (Item 16) sets out the next steps as we continue to define the Union's role locally and within the wider Imperial Community.

Formally retain IIP Gold through finalising and implementing People Strategy and supporting pieces.

Progress against the IIP and People strategy action plans has been monitored through PARC. A single, collated list of actions was compiled and good progress has been made against almost all areas. Meeting purpose framework is the key area not to be developed as desired. Building in recent conversations from Leadership, this is to be expanded to include responsibility and decision making and will be completed pre-Easter.

Our IIP reassessment takes place on 26 and 27 February and we are committed to producing and completing an appropriate action plan regardless of the outcome of the assessment. We have further committed to the College-wide staff survey in Feb-March and will build the outcomes into our planning.

Elections - additional Metrics still to be locked down by Governance Committee in Sept but will include: Turnout; Turnout by demographic; candidate numbers; candidate diversity; training attendance.

Autumn Elections were record breaking in many ways, including our primary turnout measure. Measures for the Leadership elections have been agreed as follows:

KPI	Measure
Turnout	40 percent <ul style="list-style-type: none"> • 35.65 in 17/18 • 36.79 in 16/17
Higher satisfaction among candidates	Post-election Candidates' Survey/number of process complaints/issues raised at Council and online
Speedier and more transparent handling of complaints	Average resolution time in new system
More candidates standing per position	An average of 2 per position
Training access	Online traffic to training Hub and candidates' briefing numbers
More vacancies filled	Fewer by-election positions post LE19
Diversity of candidates and voters	Relative to Imperial demographics with a focus on: ethnicity and origin
PG engagement	Maintain PG gains made during AE18
Rehabilitate the Union's reputation around elections and re-inspire trust.	Lack of process complaints, absence of chaos, internal feedback

Be Active Strategy Metrics – Alongside Sport Imperial deliver: rebrand of sport; sport partnership space; transport restructure; coaches for all performance clubs; and publish annual sport report.

Led by Deputy President (Clubs & Societies), our relationship with Sport Imperial is stronger than it ever has been. The majority of the leg work for the new Sport-Hub has been completed and passed through CSPB and Union Council. There has been increased focus on facilities due to fee changes that came in with significant upgrades to the facilities. Although handling of the fee changes created some frustration and increased workload, the facilities themselves and progress on the Be-Active strategy objectives has been very positive.

Deliver Year 1 Commercial Strategy objectives – Focus on Food overhaul, Online Retail and Shop Extra redevelopment.

Progress against the Commercial Strategy objectives is a mixed story. Key factors of staffing and operational challenges within Bars & Catering are detailed elsewhere in these Board papers (Item 11). Retail and Beit Venues continue to hit their targets and the end of year development objectives (retail) remain on track.

Longer Term Modelling - multiple-year spaces strategy, revised reserves policy and multi-year budget projections.

The progress towards meaningful multi-year models continues with budgeting, mini-buses and reserves position all being modeled. In light of 18/19 finances and the forward projections, the focus has been on exploring what changes are required to establish a sustainable funding model. Item 11

includes more detail on this modelling which highlights a requirement to develop differentiated income streams.

Graduate Students' Union (GSU) working group formed, analysis of relationship and recommendation paper to appropriate committee(s).

Led by Union President, significant analysis and change has been carried out, written up and passed by Union Council. The PG working group paper (Item 15) details the changes which represent a positive step forward with further mapping for the year ahead.