

**Imperial College Union
Board of Trustees / 28 September 2022**

Annual Operating Plans (AOPs) Summary

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Purpose: To update Board on the Union's annual planning round and provide a high-level summary of some key developmental projects planned for the 2022/23 academic year.

1. Context

In May 2022 the Board of Trustees approved the Annual Planning Round process for the Union with a view to delivering the final year of the *Back to Basics* strategy. This included the governance, structure and document templates for the process.

As per the terms of reference approved by the corporate governance review in 2021, the Union's Management Committee has the delegated authority on behalf of Board to:

- *Lead on the development and delivery of the annual planning, budgeting and monitoring rounds.*
- *Approve operational policies and procedures related to the services and activities of the Union.*

A high-level summary of the developmental projects has been produced to assure Board that the process has been followed and provide some summary information regarding key projects.

2. Priorities for 2022/23

The overarching objective for the planning round remains delivery of the back-to-basics strategy. Management Committee have discussed and agreed three priority themes for teams to focus on, under the banner of 'doing basics brilliantly'.

- i. A focus on consolidation and improvement: we have only been fully operational for eight months and are only just understanding the new business as usual requirements. We need to continue to focus on the basics and consolidate improvements we have made over this academic year. Teams should continue to focus on enhancing and developing current streams of work rather than add significant amounts of new projects.
- ii. A focus on policies, processes and plans: many areas of the organisation have started from a blank sheet of paper, and it is therefore critical that we document and map the core policies, processes and plans that underpin our work. This will future-proof the organisation ahead of inevitable staff changes over the next three years.

- iii. A focus on people development: over 75% of the permanent staff team have joined the organisation over the past 12 months, and we are only just concluding the final elements of the back-to-basics staff changes. Teams should ensure there is sufficient capacity within plans to enable staff development.

3. Structure & Process

Annual Operating Plans (AOPs) have been produced at the *team* level. Each plan is owned and has been developed by the relevant line manager, with oversight and direction provided by the relevant senior manager. A reminder of the structure and process approved by the May meeting of Board is [here](#).

Area	Staff Lead	OT Lead	Senior Manager
Student Representation	Cat Turhan	DPE	Tom Newman
Governance	Clem Jones	Pres	Tom Newman
Advice Centre	Darren Douglas	DPW	Tom Newman
Student Activities	Connor Walford	DPCS	Tom Newman
Helpdesk	Connor Walford	DPCS	Tom Newman
Facilities, Health & Safety	Sital Gandesha	Pres	Tom Newman & Rob Scully
Marketing & Communication	Glen Whitcroft	DPW	Ashley Cory
Systems	Ashley Cory	DPFS	Ashley Cory
People and Culture	Ashley Cory	Pres	Ashley Cory
Retail	Florence Vincendeau	DPFS	Rob Scully
Venues	Kay Counter	DPFS	Rob Scully
Finance	David Ashton	Pres	Rob Scully

AOPs were considered by the Union's Management Committee on 6 September. Further quarterly reviews are scheduled for the following meetings:

- i. December 2022
- ii. March 2023

4. Key Developmental Projects

Alongside major objectives identified in the Officer Trustee update which will be supported by the teams, some key developmental projects to highlight include (more detail can be provided verbally):

Area	Key Developmental Projects
Student Representation	Develop an impact framework to measure the success of academic and wellbeing reps Deliver a new Business School qualification for OTs, Sabbatical Officers, and other Union Leaders Re-write the Elections rules
Governance	Complaints and Disciplinary process review and development Development of the Scheme of Delegation 'Beyond Basics' Strategy Development EDI Strategy & Action Plan

Advice Centre	<p>Develop the On-the-Spot Advice project</p> <p>Develop an outreach and stakeholder engagement strategy</p> <p>Develop a KPI Dashboard to assess performance of the service</p>
Student Activities	<p>Deliver a Give it a Go programme of activity</p> <p>Implement the Administrative Process Project to improve student facing admin support</p> <p>Minibus service review and new funding model implementation</p>
Helpdesk	<p>Implement a new email management system to support efficient enquiry handling</p> <p>Helpdesk service provision and branding review</p> <p>Union Associate Membership sales review</p>
Facilities, Health & Safety	<p>CSP Health and Safety plan to ensure compliance</p> <p>Estates Service Level Agreement & Space Agreement</p> <p>Building Management plan including Maintenance, PPM & Defects approach</p>
Marketing & Communication	<p>Insight plan and implementation</p> <p>Website and content refresh</p> <p>Commercial marketing approach and plan</p>
Systems	<p>Digital Transformation project delivery</p> <p>Annual Budgeting System for CSPs</p> <p>Commerce Upgrade for online retail</p>
People and Culture	<p>Creation and implementation of a structured induction programme and resources</p> <p>Casual Staff Improvements Implementation</p> <p>Reward and Recognition Programme</p>
Retail	<p>Shop Extra Refresh</p> <p>Shop Refurbishment</p> <p>Online shop review</p>
Venues	<p>Kitchen operating model review</p> <p>Bar standards and operating procedures documentation</p> <p>Reynolds refurbishment project</p>
Finance	<p>CSP and Staff Training programme in financial procedures</p> <p>Single-use Credit Cards</p> <p>VAT Review</p>