Imperial College Union
Board of Trustees / 17 September 2025

Annual Operating Plans (OPs) Summary

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Purpose: To note the Union's annual planning round and provide a high-level summary of the organisation's objectives planned for the 2025/26 academic year.

Decision(s): To note.

1. Context

In July 2023 the Board approved the Union's new Strategic Plan and direction. Team level and SMT objectives have been developed to help achieve the strategy,

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.*

The Management Committee met on 14 July 2025 and 1 September 2025 to review the plan and its objectives per team. This has ensured both outgoing and current Officer Trustees have had sight of the plan and had the opportunity to provide feedback which has been incorporated.

The Board are asked to note the annual operating plan summary and objectives.

2. Structure & Process

Operating Plans (OPs) 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. These objectives have been developed via workshops at the team level.

Area	Staff Lead	Senior Manager
Governance	Clem Jones	Ashley Cory
Representation	Helena Schofield	Cat Turhan
Advice	Henry Setter	Cat Turhan
Student Activities	Rob Fenner & Lucy Brown	Cat Turhan
Facilities, Health & Safety	Sital Gandesha	Ashley Cory
Digital & Marketing	Ailis Fahim	Ashley Cory
People	Anastasia Terzoglou	Ashley Cory
Retail	Chris Francombe	Rob Pegg

Venues	Kat Iliopoulou	Rob Pegg
Events	Roberto Sorrentino	Rob Pegg
Partnership	Laura Loku	Rob Pegg
Finance	David Ashton	Ashley Cory/Peter Greaney

Further termly reviews are scheduled for the following meetings:

i. November 2025
ii. March 2026
iii. June 2026

3. Objectives Summary

Area	Objectives
Governance	▪ Student trustee recruitment campaign - Deliver the annual recruitment campaign for student trustees in collaboration with the board of trustees. ▪ Board effectiveness review - Continue implementation and the board effectiveness reviews. ▪ Implement governance support for trading subsidiary - Implement solid processes for management of our key governance responsibilities for the trading subsidiary. ▪ Service catalogue generation - Define and document the service of the governance function. ▪ Document an improved approach to managing complaints - To define and implement an improved method of managing complaints in line with the byelaws and behaviour framework.
Representation	▪ Develop a proactive and forward thinking approach to policy and research ▪ Deliver exceptional officer induction and support ▪ Implement and apply the advocacy and influencing plan ▪ Implement the recommendations of the Democracy Review and evaluate the changes ▪ Provide excellent training, support and recognition for student volunteers
Advice	▪ Enhance the service through enhanced adviser training, benchmarking and process improvements. ▪ Apply the Union's advocacy and influencing plan delivering relevant advice service changes ▪ Deliver targeted health campaigns for students that provide data and insight for further service development and advocacy work ▪ Expand and enhance the reach of the service to students
Student Activities	▪ Create opportunities for engagement with CSPs and support transition into university life ▪ Review reward and recognition for student leaders and implement changes ▪ Develop and improve volunteer support and service level in the activities team ▪ Deliver measures to ensure clubs and societies are inclusive to all students

	▪ Complete research into participation barriers and implement findings
Facilities, Health & Safety	▪ Building Management 25/26 - To define and implement the necessary changes to make our building safe and secure. ▪ Partnership Agreement - To define and deliver a service level agreement for the building in collaboration with the property division. ▪ Sustainability 25/26 - To deliver the aims of the sustainability strategy. ▪ Beit redevelopment 25/26 - Support the work to define and progress the Beit Building Redevelopment work.
Digital & Marketing	▪ Deliver Strategic Marketing & Communications, Ensure all campaigns and communications are aligned to the Union's strategy, delivering the key messages that further its mission and priorities. ▪ Improve ways of working - Develop the marketing process to be more supportive of teams, developing key messaging for major campaigns. ▪ Develop content and channels - Enhance and expand the union's marketing channels to deliver better reach and segmentation. ▪ Enhance impact and brand - Complete the transformation of the union's brand and communicate the union's impact to our members. ▪ Improve the user experience - Conduct user experience reviews of major systems to improve service delivery and make systems accessible to all. ▪ Develop core digital platform - Continue delivery of SUMS and redesign of eActivities.
People	▪ Embed wellbeing and continuous feedback into the staff experience to create a workplace where all colleagues feel valued, supported, and able to thrive. ▪ Leverage insights from Investors in People and staff engagement data to refresh the People and Culture Plan, driving continuous improvement and long-term organisational success. ▪ Align service to support and underpin delivery of the Union's commercial strategy and ensure sustainable growth eg Temp Agency ▪ Deliver streamlined, multi-channel internal communications that keep staff informed, engaged, and connected to the Union's mission and strategic priorities. ▪ Embed a culture of learning and development that empowers staff with the skills, knowledge, and opportunities needed to excel and to deliver the Union's goals.
Retail	▪ To establish the Union Shop as the main Union touchpoint on main campus. ▪ To deliver Innovation & Growth through winning departmental orders and develop the Shop Extra product line. ▪ To deliver an improved student staff development offer to be an excellent place to work for student staff.
Venues	▪ To drive sustainable revenue growth, maximise profitability, and improve operational efficiency across all venue operations, ▪ Drive footfall, increase engagement, and grow venue revenues via maximizing the usage of h-bar, Reynolds and Metric. ▪ Create and implement a building operation and security plan to make Beit more welcoming, accessible, safe and profitable.

Events	▪ Enhance the quality and professionalism of our services, facilities, and spaces to unlock new commercial opportunities and drive sustainable growth. ▪ Develop safe, inclusive, and culturally relevant event experiences and programming that reflect student needs and current trends. ▪ Increase collaboration with relevant organisations to connect the student community with larger flagship events.
Partnerships	▪ Grow Imperial income by 10% and increase the number of Commercial partners by 10%. ▪ Deliver revenue targets for exclusive partners and work with at least 2 commission partners. ▪ To grow exclusive partners to 5 by July 2026.
Finance	▪ Support creation and operation of Trading Subsidiary - To ensure the financial operation of the trading subsidiary is robust and functions well. ▪ Annual budget cycle - Deliver the annual budgets. ▪ Year-end accounts and audit - Deliver the year end accounts and audit. ▪ Support Activities in delivering Financial Training to Student Groups, Staff and Trustees - To deliver better financial training to all stakeholders to enhance service delivery. ▪ Implement remaining VAT review changes - To implement the last of the VAT review recommendations. ▪ Deliver enhanced Financial Transparency - Make it easier for a student to see how finances work with enhanced reporting and dashboards. ▪ Review of system and process documentation and operational risks - To ensure that the operation of financial systems and processes are not at risk.