Imperial College Union
Board of Trustees / 16 September 2026

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 2026/27 academic year
Decision(s): To note

1. Context

In July 2023 the Board approved the Union's 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 3 July, 27 August and 7 September 2026 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	Tom Newman
Representation	Helena Schofield	Cat Turhan
Advice	Henry Setter	Cat Turhan
Student Activities	Rob Fenner & Lucy Brown	Cat Turhan
Facilities, Health & Safety	Sital Gandesha	Rob Pegg
Marketing	Ailis Fahim	Rob Pegg
Systems	Ailis Fahim/Jasper Hegarty-Ditton	Rob Pegg/Tom Newman
People	Anastasia Terzoglou	Tom Newman
Retail	Chris Francombe	Rob Pegg

Venues	Joe Walsh	Rob Pegg
Events	Roberto Sorrentino	Rob Pegg
Partnership	Laura Loku	Rob Pegg
Catering	Kat Iliopoulou	Rob Pegg
Temp Agency	Elaine Hall	Rob Pegg
Finance	David Ashton	Ashley Cory/Peter Greaney

Further termly reviews are scheduled for the following meetings:

i. November 2026
ii. March 2027
iii. June 2027

3. Objectives Summary

3.1 Membership Services

	Objectives & Key Results	Key Results
Activities	**O1 Student-Focused Service**	• KR 1.1 By September 2026, publish and begin embedding a Customer Experience Commitment for Activities, alongside clear service standards and (annually reviewed and improved) SLAs, and ensure all permanent team members are trained in what excellent student-facing service looks like. • KR1.2 By July 2027, achieve at least 90% compliance with agreed SLA targets across core Activities and Membership Services processes, with quarterly monitoring and improvement actions in place for any areas below target. • KR1.3 By May 2027, review and streamline student-facing information across all key systems and channels to create a clearer single source of truth for committee members, reducing duplication, conflicting guidance and avoidable enquiries. • KR1.4 By June 2027, achieve at least 75% positive feedback from committee members on the quality of support received from Activities, based on responses from at least 50 student leaders. • KR1.5 By June 2027, every permanent staff member in the team to have attended 2 club or society activities. • KR1.6 By June 2027, deliver a year-round training offer for committee members, with at least 20 attendees at each core session and improved satisfaction with the usefulness and accessibility of training.
	O2 Safety, Governance, Operational Resilience	• KR2.1 By October 2026, at least 90% club & society core risk assessments reviewed & approved, with clear support and escalation processes for outstanding submissions. • KR2.2 By October 2026, effectively implement 100% of agreed actions from Safe Adventures Report implementation plan, with delivery tracked through a documented implementation plan. • KR2.3 By June 2027, establish and document standard operating procedures and workflow maps for key Activities processes, improving consistency, business continuity and cross-team resilience. • KR2.4 By October 2026, implement constitution recording processes for all clubs and societies • KR2.5 By April 2027, deliver centralised first aid training for committee members and centrally track completion

	Objectives & Key Results	Key Results
		• KR2.5 Deliver comprehensive committee training that covers operational, events, welfare and EDI to at least one representative from all club and societies • KR2.6 By August 2026, review Risk Register and ensure all risk ratings are up to date and accurate according to core activity forms submitted. • KR2.7 By December 2026, complete a phased review of opportunities to use AI-enabled and digital tools within Activities, beginning with risk assessment and process mapping, and implement at least one approved pilot to improve efficiency, compliance or user experience, in consultation with student leaders and incoming sabbatical officers
	O3 Engagement Activity	• KR3.1 Successfully deliver Welcome Fair and Welcome Back Fair, achieving improved staff and student satisfaction scores against 2025/26 baselines. • KR3.2 By April 2027, deliver a refreshed GIAG programme, with participation from at least 20 clubs/societies. • KR3.3 Implement agreed initiatives within the Community and Outreach Project, creating accessible volunteering opportunities for Imperial students and building at least 20 active community organisation partnerships. • KR3.4 By December 2026, complete a feasibility proposal and pilot plan for Varsity, including assessment of delivery model, resourcing, student demand and strategic fit. • KR3.5 Deliver three committee engagement events across the year that strengthen peer connection, support committee development and encourage sustained engagement in student leadership roles.
	O4 Team Culture	• KR4.1 By January 2027, implement a service operating framework for Activities core operational areas, including role clarity, escalation routes, SOPs and shared expectations for delivery. • KR4.2 By May 2027, all permanent team members will have led at least one development opportunity, improvement project or area of operational ownership that contributes to team effectiveness or student experience. • KR4.3 By July 2027, establish a continuous improvement approach within the team, including regular review of service data, student feedback and process pain points, with at least four documented improvements implemented across the year.

	Objectives & Key Results	Key Results
Advice	**O1 Increase service capacity, resilience, and sustainability**	• KR 1.1: One FTE recruited, onboarded, and trained within 3 months; Advice Coordinator FTE review completed • KR 1.2: Casework process review completed, with a capacity framework implemented and used to manage demand • KR 1.3: At least 5 self-service resources (FAQs, guides, or masterclasses) launched, with uptake measurement in place for self-service support • KR 1.4: A full set of plans is produced that explains how to handle severe service shocks and address core risks to the service.
	O2 Strengthen policy influence and student advocacy channels	• KR 2.1: At least 4 policy deep dives delivered, producing clear recommendations or union positions • KR 2.2: At least 2 insight reports produced using improved casework data and shared across the Union • KR 2.3: Evidence of at least 2 contributions to university policy, practice, or decision-making • KR2.4: Trial a session for students making complaints using solidarity principles and peer learning.
	O3 Expand service reach and accessibility	• KR 3.1: Outreach delivered regularly beyond SK/Reynolds, including at least 3 activations on 3 non-SK campuses • KR 3.2: Annual outreach calendar expanded by 100% and ≥80% of planned activity is delivered • KR 3.3: At least 5 new partnerships or engagement initiatives to promote the service • KR 3.4: Produce video content for socials using student testimonials.
	O4 Improve out-of-scope support to students	• KR 4.1: A clear and consistent signposting framework is refreshed and used across the team • KR 4.2: Staff complete training and produce cheat sheets in at least 2 key peripheral areas • KR 4.3: 80% Student satisfaction with out-of-scope support with students knowing what to do next
	O1 Deliver and demonstrate valued benefit to underrepresented groups	• KR1.1 By November 2026, book outreach at White City, Silwood, Hammersmith, and Charing Cross Hospital campuses to visit at least one per month.

	Objectives & Key Results	Key Results
Rep Team	**by increasing our engagement with and understanding of different student communities at Imperial.**	• KR1.2 Deliver at least 3 activities, projects or campaigns per term with 75 participants overall, focussed on the benefit of underrepresented groups, and/or postgraduates. • KR1.3 Deliver 3 research projects across the academic year focussed on understanding underrepresented groups and/or postgraduates that result in actionable recommendations which Imperial are accountable to.
	O2 Demonstrate the impact of student volunteers, under the ICU brand, by embedding and celebrating positive changemaking in volunteer support and driving engagement through reward and recognition.	• KR2.1 Support the delivery of and communicate at least 10 volunteer changemaking success stories across the academic year. • KR2.2 Ensure at least 80% representatives and LCNs have engaged with basic changemaking training by December 2026. • KR2.3 Establish and communicate a tiered approach to reward and recognition by October 2026, and that at least 80% reps and LCNs have reached at least the Bronze tier by the end of the academic year. • KR2.4 Fill all academic/wellbeing and Union Council representative roles, and 90% LCN roles available in each Election cycle.
	O3 Develop Imperial and ICU staff understanding of the impact of effective democratic and representative functions to enable them to deliver clearer communications to students, increased engagement, and collaboration opportunities.	• KR3.1 Turnout for rep elections increases by 15% in Autumn. • KR3.2 At least 3 new resources are developed by the end of term 1 for departmental staff to use to explain the purpose and functions of ICU to students. • KR3.3 The purpose and impact of ICU representation and democracy and/or a specific project is showcased in at least 5 different Imperial spaces (meetings, workshops or conferences) by the end of the academic year.
	O4 Provide an accessible suite of changemaking tools and support for Officers, volunteers, ICU staff, and every student to be able to successfully drive change.	• KR4.1 By the end of term 1, develop an established ‘Influencing to change’ training module, and an additional 3 modules on power, house meetings, and community organising. • KR4.2 Develop a campaigns toolkit written resource by Welcome Week. • KR4.3 Deliver additional training modules, and campaign strategy drop-ins to at least 50 students by the end of the academic year.

	Objectives & Key Results	Key Results
		• KR4.4 Support at least 3 students without elected positions to deliver positive changes by the end of the academic year.
	O5 Ensure all advocacy and influencing is informed by clear evidence of student need through strengthening our connection with student feedback, delivering research projects, and briefing Officers and volunteers on the policy landscape and national and local data.	• KR4.1 Data from NSS, PTES/PRES, and SES is reviewed within 1-month of results, with ICU action plans developed, and Imperial headlines and actions shared with student volunteers to hold Imperial to account. • KR4.2 At least 3 town halls are delivered throughout the academic year showcasing and developing ICU research and policy work. • KR4.3 At least 5 briefings and consultations are delivered throughout the academic year on national issues to inform Officers, volunteers and student changemaking.

3.2 Commercial

	Objectives & Key Results	Key Results
Catering	**O1 Deliver a high-quality, consistent food offer and outstanding customer experience**	• KR1.1 Food prep templated to ensure consistency, presentation, and front-of-house service standards documented and implemented across all service periods by end of Q1 (Oct 2026) • KR1.2 Contribute to the customer satisfaction score in the SES (Jan 2027) • KR1.3 Complaint and service failure rate reduced, with a documented complaint management process in place by Q2 (Jan 2027) • KR1.4 Plant-forward, cost-focused menu with allergen, dietary, and sustainability compliance reviewed and refreshed by Q2 (Jan 2027)
	O2 Achieve financial sustainability by reaching commercial goals	• KR2.1 Achieve a breakeven budget by Q4 • KR2.2 COGS performance tracked against budget with food waste percentage reduced year-on-year by year-end review • KR2.3 Regular review of suppliers in line with menu reviews to ensure competitive pricing • KR2.4 Implementation of a private hire offer

	Objectives & Key Results	Key Results
	O3 Maintain full compliance with food safety, H&S, and regulatory requirements	• KR3.1 All mandatory food safety, H&S, allergen, COSHH, and fire compliance audits completed and documented by end of Q1 (Oct 2026), with no outstanding critical actions • KR3.2 Implementation of compliance system for daily records, orders by end of Q1 (Oct 2026) • KR3.3 Sustainability and environmental targets embedded into operations, including waste minimisation and sustainable sourcing, reviewed and maintained throughout the year
	O4 Build a high-performing, well-trained catering team capable of delivering multiple revenue streams	• KR4.1 All new staff complete mandatory onboarding training package (food hygiene, H&S, fire safety, allergen awareness, COSHH) prior to commencing duties, evidenced via the internal employment agency by Q1 (Oct 2026) • KR4.2 Performance review process completed for all permanent catering staff by Q1 • KR4.3 Review of team structure in line with operational priorities and new income steams identified
Temp Agency	**O1 Systems**	• KR1.1 System Change process • KR1.2 Implement System fully • KR1.3 System and data review
	O2 Recruitment and employment	• KR2.1 Recruit 200 new staff members to Temp Agency • KR2.2 30 to 50 student staff working regularly. • KR2.3 Temp bank is 500 strong.
	O3 Deliver budgeted revenue and operating cost targets	• KR3.1 Students working 175 hours per week regularly to reach minimum target • KR3.2 Students working 325 hours per week regularly to break even target • KR3.3 Students working 450 hours per week regularly to exceed target
	O4 Awareness and Recruitment campaign	• KR4.1 Build and promote web site to Imperial students. • KR4.2 Promote events / new roles / open days, job postings / temp agency on social media. • KR4.3 Keep the web site relevant. Update when required.

	Objectives & Key Results	Key Results
Venues	**O1 Venue Portfolio Review - identify and develop new revenue-generating outlet opportunities that address gaps in our current service offering, whilst keeping the student community central to every decision.**	• KR1.1 Complete a student needs assessment (minimum 200 survey responses + 2 focus groups) identifying the top 3 unmet service gaps within the current venue offering by Q1 • KR1.2 Complete a market and feasibility study across at least 3 potential new outlet concepts, assessing student demand, footfall, and financial viability by Q2 • KR1.3 Present a fully costed business case for at least 1 new outlet concept to senior leadership, including projected ROI, student impact assessment, and phased delivery plan by Q3
	O2 Beit Bars Cohesive Rebrand & Marketing Strategy- deliver a unified, compelling brand identity and marketing strategy for Beit Bars that elevates the student experience, drives engagement, and consolidates years of operational and creative work into one coherent proposition.	• KR2.1 Launch a refreshed, 12-month forward-planned events and promotions calendar across Beit Bars, incorporating regular bar-led events (quiz, karaoke, bingo etc.) and at least 2 seasonal menu refreshes by new academic year. • KR2.2 Implement a consistent daily marketing content strategy across all Beit Bars channels, with a defined content framework covering events, promotions, bookings, safety, and community messaging by Term 1. • KR2.3 Achieve a measurable uplift of at least 20% YoY in key engagement metrics — including social media reach, event attendance, and private hire enquiries — following rebrand rollout by Q4
	O3 Best Bar None Specialist Category Award - achieve national recognition through a Best Bar None specialist category award, demonstrating best-in-class performance in at least one discipline among Student Unions across the UK.	• KR3.1 Identify and confirm the target specialist category and conduct a full gap analysis against award criteria, with a clear improvement plan in place by Q1 • KR3.2 Implement all identified improvements against the chosen specialist category criteria, with evidence gathered and documented throughout by Q3 • KR3.3 Submit a completed Best Bar None application for both the standard award and the chosen specialist category, achieving specialist category recognition by Q4
	O4 Venues Operations Excellence - build on our existing strong operational foundation across ICU Venues by consolidating, standardising, and formalising our processes into one cohesive operational package — ready to be	• KR4.1 Audit and consolidate all existing operational processes and SOPs across all venues into a single, centralised and accessible library, identifying and closing any remaining gaps across F&B, staffing, compliance, and customer experience by Q2 • KR4.2 Achieve 100% completion of operational inductions and refresher training across all student and permanent staff against the consolidated framework, supported by a structured review process that drives ongoing accountability and continuous improvement by Q3

	Objectives & Key Results	Key Results
	delivered consistently in-house and ultimately packaged as a sellable product through the ICU staffing agency to other Student Unions.	• KR4.3 Finalise and package the operational framework into a transferable, scalable product, ready to be piloted through the ICU staffing agency to at least 1 external Student Union, with a 15% improvement in operational consistency scores evidenced by Q4
Events	**O1 Deliver a diverse, high-quality events programme that increases student engagement while balancing commercial performance**	• KR1.1 Reach £140k of paid ticket sale revenue across the events programme by July 2027. • KR1.2 Engage 32,000 students through events during 2026/27, with engagement tracked by event type to understand reach and impact. • KR1.3 By the end of Term 1, review all termly events and clearly define whether they exist primarily for income or engagement, with agreed measures of success for each. • KR1.4 Put SLAs in place with Venues & Activities by January 2027, covering roles, timelines and delivery standards for all jointly delivered events. • KR1.5. Introduce an event and tech student plan by January 2027 and use it for at least 50% of events that include technical production to improve delivery quality and consistency.
	O2 Establish Private Hire as a clear, sustainable income stream	• KR2.1 Launch a clear Private Hire offer by August 2026, including pricing, packages and agreed service expectations. • KR2.2 Increase Private Hire profit by £20k compared to the previous year by July 2027. • KR2.3 Secure 10 new Private Hire clients during 2026/27. •
	O3 Improve how events are evaluated and reported	• KR3.1 Complete a post-event financial summary for 100% of events within 20 working days, and share this with venues. • KR3.2 Collect attendee or client feedback for at least 50% of events during the year. • KR3.3 Hold termly reviews of event performance with Venues and Activities, using financial results and feedback to shape future planning. •
	O4 Build sustainability into event delivery	• KR3.1 Complete a post-event financial summary for 100% of events within 20 working days, and share this with venues. • KR3.2 Collect attendee or client feedback for at least 50% of events during the year. • KR3.3 Hold termly reviews of event performance with Venues and Activities, using financial results and feedback to shape future planning. •

	Objectives & Key Results	Key Results
	O5 Position ICU events and venues as the place to be for students and clients	• KR5.1 Define and agree a clear Events brand proposition with venues by the end of Term 1, setting out what makes ICU events and venues distinctive, attractive, and worth choosing over alternatives. • KR5.2 Ensure all major Events-led programmes and Private Hire marketing clearly communicate the ICU events promise (e.g. atmosphere, quality, value, experience), with consistent messaging used across key channels by January 2027. • KR5.3 Increase repeat attendance and return visits to Events-led programmes by 10% in 2026/27, showing that audiences actively choose ICU events rather than attending once. • KR5.4 Increase repeat and referred bookings for Private Hire by 10%, indicating growing word-of-mouth and brand loyalty among clients. • KR5.5 Introduce a light-touch loyalty and promotion approach by January 2027 (e.g. early access, priority booking, referral incentives), and actively promote it across venues and Events channels. • KR5.6 Demonstrate improved brand perception in event and venue feedback, with positive movement in comments relating to atmosphere, reputation, and desirability by July 2027.
Imprinted	**O1 Increase Exclusive Partners**	• KR1.1 Increase partners for Imprinted • KR1.2 Grow team • KR1.3 Achieve targets
	O2 Increase annual partnerships and ensure all contracts are created to a high standard	• KR2.1 Increase annual partners • KR2.2 Ensure all T&C's are clear and concise
	O3 Enhance student experience through different brand campaigns	• KR3.1 Enhance Student Experience
	O4 Partner up with more sustainable brands	• KR4.1 Partner up with more sustainable brands
Retail	**O1 Grow the Team / Grow the Revenue**	• KR1.1 Recruit Supervisor • KR1.2 Increase online and department sales • KR1.3 Establish Operating procedures for key roles i.e. ASM/Sup/Duty Managers

	Objectives & Key Results	Key Results
	O2 Strategic Stock / Product Innovation	• KR2.1 Bring Average Stockholding down to £250,000 • KR2.2 Discover the new best seller, the next qtr zip • KR2.3 Streamline Tender process
	O3 We Mean Green	• KR3.1 Define Sustainability Standard • KR3.2 Self-service, staff portal launched, for dept orders
	O4 Shout Louder	• KR4.1 Union Shop flooring and painting facelift. • KR4.2 More marketing, more content, more offers

3.3 Support Services

	Objectives & Key Results	Key Results
Marketing	**O1 Deliver flagship campaigns**	• KR1.1 Increase engagement on social media during flagship campaigns (e.g. Welcome, Elections, Union Awards) • KR1.2 Improve newsletter performance during the Welcome campaign • KR1.3 Increase Leadership Election voter turnout
	O2 Increase engagement and participation	• KR2.1 Increase social media engagement across union channels YoY (impressions, likes, follows) • KR2.2 Improve overall newsletter engagement across the academic year • KR2.3 Increase student participation in union events
	O3 Support commercial growth	• KR3.1 Increase engagement on venues' channels and footfall at venues and Eat at 568 following the rebrand rollout • KR3.2 Increase revenue across the union events programme, Union Shop and Shop Extra

	Objectives & Key Results	Key Results
		• KR3.3 Increase visibility and engagement for Imprinted and Impowered (brand partners/activations and job applications respectively)
	O4 Improve ways of working	• KR4.1 Improve timings, workflow and number of revisions for marketing briefs • KR4.2 Reduce average turnaround time from brief submission to initial campaign concept eg templated designs • KR4.3 Increase number of marketing briefs submitted with complete information and supporting sustainability eg reusable/recyclable collateral and suppliers
Systems	**O1 Develop core digital platform**	• KR1.1 Maintain, upgrade and develop all core systems to ensure sustainable and secure operation. • KR1.2 Develop eActivities to replace and remove deprecated functionality, enhance integration with SUMS eg student group management, exporting products etc (use of both systems) • KR1.3 Enabling use of core SUMS features eg Elections, Shop enhancements etc. • KR1.4 Implement enhanced logging and monitoring for systems and server infrastructure to enhance system resilience and empower UX improvement.
	O2 Enhance student-centred digital services and the user experience	• KR2.1 Develop a proof-of-concept AI assistant trained on union-specific information (e.g. advice, elections, finance, events). • KR2.2 Run UX focus groups with students to improve the user experience when digitally accessing union services eg website, SUMS etc • KR2.3 Apply new brand identity to eActivities and improve UX
	O3 Strengthen data, insight and data-driven decision making	• KR3.1 PowerBI dashboard development with Business School placement student staff • KR3.2 Upskill a member of each team to be a digital champion to improve way of working internally • KR3.3 Progress analytic platforms to inform decision making (GA , Plausible, Semrush, Microsoft Clarity etc)

	Objectives & Key Results	Key Results
	O4 Improve commercial digital presence and identity	• KR4.1 Build commercial dashboard consolidating all data/income sources to track revenue • KR4.2 Build out system/website for Impowered temp staff agency and support on StaffSavvy HR system • KR4.3 Seek out long-term investment
Facilities & H&S	**O1: Maintain safe, compliant and well-managed Union spaces and buildings. Ensure all Union-controlled buildings meet statutory requirements and are fit for purpose, protecting students, staff, and volunteers.**	• KR1.1: 100% of statutory H&S inspections (FRA, Housekeeping, electrical) completed on time by July 2027 • KR1.2 By July 2027, no critical or high-priority facility defects should remain outstanding for over 30 days. • KR1.3 Biet Building Management Plan reviewed by January 2027
	O2 Support ICU's Sustainability Commitments and Reduces Environmental Impact Contribute to ICU's carbon reduction goals by identifying and acting on sustainability improvements within Union-controlled facilities.	• KR2.1 The Facilities & H&S Manager submits a facilities-level carbon and energy data pack (covering Union-controlled spaces — energy use, waste, water) by November 2026 to support the ICU carbon footprint baseline assessment. • KR2.2 Carbon footprint baseline assessment for Union facilities completed by October 2026 (if not completed in 24/25) • KR2.3 Identify and implement at least 2 practical, low/no-cost sustainability improvements within Union-controlled facilities (e.g., lighting controls, energy-saving measures) by April 2027
	O3 Ensure the Beit Building Operating Plan is always up-to-date, compliant, and effective, supporting our Facilities & H&S operations smoothly. Oversee the Beit Building Operating Plan to ensure all areas, systems, and processes in Beit Building North and West Basement are safe, compliant, maintained, and	• KR3.1 All H&S defects and maintenance issues in Beit Building reported through Planon are reviewed, triaged, and assigned within 5 days by July 2027. • KR3.2 Beit Building Operating Plan reviewed and updated from Facilities & H&S perspective at each User Group meeting (min 6), with all H&S actions recorded and closed by July 2027 • KR3.3 Full H&S and facilities risk assessment for Beit Building North and West Basement, covering all floors, with Red risks mitigated or escalated by April 2027.

	Objectives & Key Results	Key Results
	regularly reviewed—supporting operations and safety.	
	O4 Strengthen Business Continuity Readiness Implement key actions from the Business Continuity Improvement Plan to establish strong, tested, and accessible continuity arrangements for building operations, escalation, and incident response—safeguarding staff, students, and Union services.	• KR4.1 Building Operations Continuity provisions finalised by January 2027, including access control procedures during outages; offline lift incident procedures; soft evacuation/shutdown triggers and roles; and a decant/relocation plan. • KR4.2 Union-to-Imperial escalation routes are to be documented for ICT, Security, Property, and Crisis Comms by Dec 2026, with out-of-hours escalation tested once by April 2027. • KR4.3 BC materials resilience package completed by January 2027, including: offline hard-copy continuity pack, version-controlled incident templates and checklists, and secure non-ICT-dependent storage for essential document.
Finance	**O1 Financial Sustainability**	• KR1.1 ICU core activity breaks even for FY 26/27. • KR1.2 Management accounts available within 10 working days in at least 75% of months during FY 26/27. • KR1.3 Accounts pass audit with no material errors identified.
	O2 Student Experience	• KR2.1 All valid expense claims paid within 5 working days • KR2.2 Deliver annual finance training, with 80%+ satisfaction score. • KR2.3 Run weekly finance drop-in sessions, with 80%+ satisfaction score.
	O3 Finance Processes	• KR3.1 Complete review of core processes and updated documentation by 31/03/2027. • KR3.2 Implement new policies to strengthen financial controls
Governance	**O1 Deliver Union democratic/accountability**	• KR1.1 50% increase above baseline for in person student attendance at the 2027 AGM in February 2027.

	Objectives & Key Results	Key Results
	processes, which contribute towards Goal 1 / BSC Objective A3, in an engaging and environmentally sustainable manner	• KR1.2 Plant-based refreshments at the AGM in February 2027 (ordered from College if not possible to use Eat @ 568) • KR1.3 Two appointed student trustees and one student member of university council are ratified for 2027/2028, using recycled paper/pens for interview sheets. • KR1.4 Code of Practice reviewed and reapproved by Imperial Council
	O2 Fulfil administrative charity/company requirements in a timely and customer-focused manner (e.g. for Trustees/Directors)	• KR2.1 All statutory filings completed at least 14 days before each deadline (Aug = trustee/director/PSC details; May = Annual Return). • KR2.2 75% satisfaction from trustee/directors with data collection process / trustee administration & experience • KR2.3 100% of level 1 and 2 statutory complaints are acknowledged within 2 college days and closed within 10 college days
	O3 Facilitate Council- and Board-level decision-making regarding the governance of associate memberships	• KR3.1 Consultation facilitated and Union AM policy reviewed (and potentially updated) in a way that satisfies the risk appetite of both Council and Board • KR3.2 The Life Associate Member fee is evaluated by Management Committee by 31 July 2027. • KR3.3 Consultation facilitated and governing docs updated by 31 July 2027 to facilitate swifter removal of associate members where necessary (e.g. for disciplinary/safeguarding/risk reasons).
	O4 Strengthen the effectiveness and experience of ICU's governing boards	• KR4.1 All trustees complete Board effectiveness survey conducted at mid-year and 75% rate the September 2026 Away Day as a valuable or highly valuable use of their time. • KR4.2 Two x induction sessions (charity trusteeship; finance) attended by all student members of trustee board, and 75% rate both induction sessions as either being good or excellent. • KR4.3 IUT Ltd governance fully embedded: all three IUT Board meetings held on schedule, with minutes circulated within 7 days of each meeting. • KR4.4 By July 2026, to work with the representation manager, University Governance Team & and Exec Ed Programme Directors to curate a portion of the ICU Officer Induction that coherently embeds governance skills and executive leadership training into the induction programme for OTs and student trustees respectively.

	Objectives & Key Results	Key Results
People & Culture	**O1 Strengthen the partnership with Imperial's People Function so ICU maximises the value of the HR relationship**	• KR1.1 Renewed partnership agreement with Imperial's People Function in place by December 2026, defining services accessed, named contacts and escalation routes • KR1.2 ICU take-up of Imperial People Function services (e.g. occupational health, L&D offer, job evaluation, casework advice) increases to full utilisation of all relevant services by July 2027 & LM all aware of services and how to use them. • KR1.3 Termly partnership review meetings held with Imperial People Function, with 100% of agreed actions completed or on track
	O2 Improve the staff experience so that ICU is an employer both permanent and student staff recommend	• KR2.1 Permanent staff who would recommend ICU as an employer increases from 73% to at least 75% (People Survey 2027) • KR2.2 Student staff who would recommend ICU as an employer reaches 85% (People Survey 2027) • KR2.3 Termly staff pulse survey established with participation of at least 70%, providing in-year early warning ahead of the annual People Survey
	O3 Embed equity, diversity and inclusion in everyday practice across the organisation	• KR3.1 Staff who believe ICU values EDI reaches 90% (People Survey 2027) • KR3.2 100% of staff complete refreshed EDI training by January 2027 • KR3.3 Diversity monitoring embedded at every recruitment stage, with first full-cycle report to SMT by December 2026
	O4 Build organisational capability through structured, accredited staff development	• KR4.1 At least 50% of coordinators complete the Coordinator Development Programme, with 80%+ reporting increased confidence and capability by July 2027 • KR4.2 Investors in People — [assessment / accreditation milestone] achieved by [date] • KR4.3 100% of staff have an agreed development plan through the appraisal cycle by November 2026

Appendix 1 – Union Council Feedback

Theme Raised by Council	Status	Objective(s)	Comment
Digital systems (SUMS/eActivities) by far the most repeated open-text complaint: navigation, 404s, inconsistent society platforms, the Venues app.	**Reflected**	Systems O1 (core platform), O2 (UX focus groups, eActivities brand/UX)	Directly reinforced by Officer feedback that the pace of change here needs to be faster than 'incremental improvement'.
Financial and activity-approval processes for Clubs & Societies feedback includes slow turnaround (up to 2 weeks), inconsistent PO rejections	**Reflected**	Activities O1 (SLA compliance), O2 (SOPs/workflow maps); Finance O3 (process review)	Also raised directly by Officers, student leader input requested into any process simplification. A more detailed roadmap for Activities service improvement to be developed and owned at Management Committee.
Storage raised repeatedly and with urgency (safety incidents cited, e.g. UDH cupboard)	**Not a standalone 2026/27 objective**	—	Addressed instead through the SMT individual objectives (Storage responsibilities clarified in H&S policy review) rather than a team-level OKR.
White City / multi-campus presence: repeated requests for a stronger Union presence, study space and support beyond South Kensington	**Partially reflected**	Rep Team O1 (multi-campus outreach), Advice O3 (expand reach beyond SK)	The physical estate question (a Union presence/space at White City) sits with the White City operating model paper going to the Provost/Uni in September 2026
Building accessibility (e.g. step-free access to UCH stage, layout issues)	**Gap**	Facilities & H&S O1 covers statutory compliance but does not name accessibility specifically	Further work to be done to review accessibility with the University, can be picked up by Tom Newman and Facilities Manager.
Student awareness of what ICU/Union Council does	**Partially reflected**	Marketing O1 (flagship campaigns)	Comms needs further work. TN can update in meeting.
Process & service quality and Digital capability ranked as the top two overall priorities for students	**Reflected**	Activities O1, Advice O1/O4, Finance O2, Governance O2, Systems O1/O2	The two highest-ranked themes are also where the greatest concentration of 2026/27 objectives sits.
Sustainability: reducing waste ranked top priority, lobbying the University second	**Reflected**	Facilities & H&S O2; Sustainability Action Plan 2026/27 (Minimise and Lobby strands)	Consistent with the current draft Sustainability Action Plan, which prioritises the carbon audit, catering waste and University lobbying.

Theme Raised by Council	Status	Objective(s)	Comment
Mental health / counselling wait times (raised as a welfare concern for postgraduates specifically)	**Gap — College-owned service**	Advice O4 (signposting) is the closest touchpoint	This is a University-run service rather than an ICU one; the appropriate route is lobbying/advocacy rather than an ICU OKR. Flagged here so it isn't lost.