

A group of four diverse students sitting around a round wooden table outdoors, smiling and engaged in conversation. A large rainbow arc is superimposed over the top of the image.

Strategy 2023-2028

A high performing students' union



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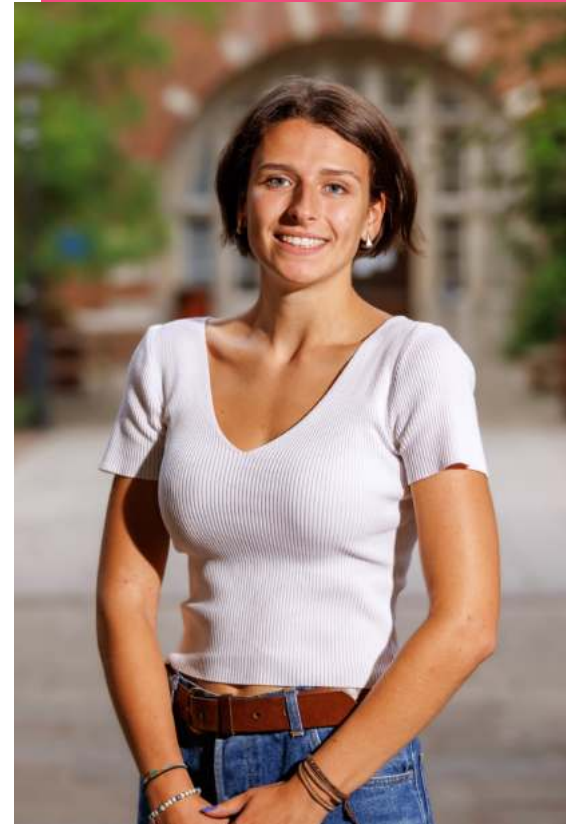
Foreword

It is with immense pride and excitement that I present Imperial College Union's new strategy. As the university grows and the student body evolves, I am confident that our strategy will have a transformative impact on the student experience at Imperial.

Continued and close collaboration with the College is at the heart of this strategy. Our partnership with the College ensures that the student voice is the focal point of every decision made. Their commitment to this has been nothing short of amazing. Through our close ties, this strategy will help us advance an inclusive, vibrant, and enriching environment for all students at Imperial.

Crucially, our strategy focusses on life outside the classroom. Beyond their degrees, students should feel their time here inspires them to mature into the people they want to become. Our communities provide the opportunities for students to connect with all sorts of people from a broad range of backgrounds and diversity of opinion.

Effective advocacy is another key pillar to this strategy. Our dedication to students' wellbeing and sense of belonging drives everything we do. This strategy gives us the platform to help students create the change they want to see within their university, and shape the impact they want Imperial to have in wider society. I hope every student - past, present and prospective - feels its benefits.



Camille Boutrolle

Imperial College Union President

Camille Boutrolle

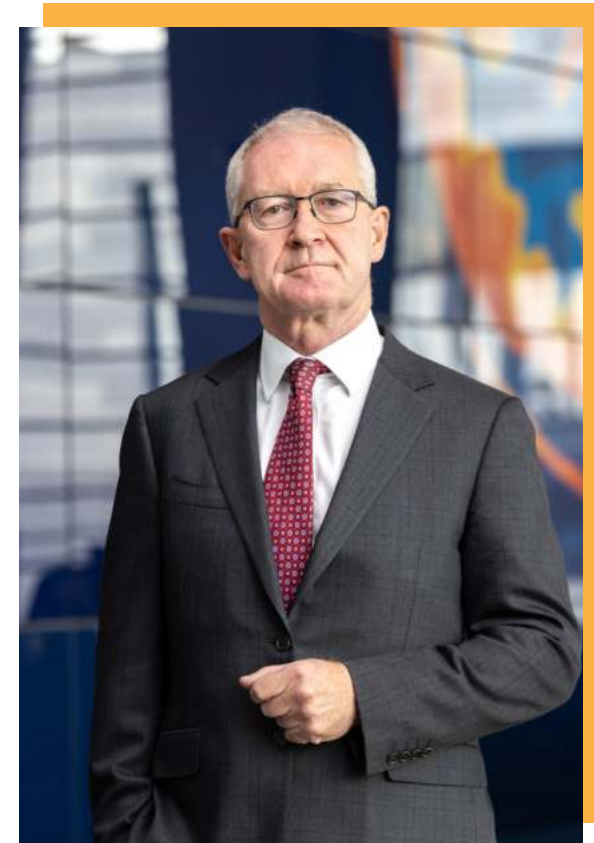
Imperial College London is one of the best universities in the world to be a student and Imperial College Union are important partners in shaping our students' academic and research experiences. In an extraordinary world, where we face pandemics, the effects of Brexit, cost of living and the concerning consequences of climate change, it's an opportune time to renew their vision and mission.

In my first year as President, I've been impressed by the dedication and passion of the Union, its support services staff, Officer Trustees and volunteer representatives. With their experience gained during their studies, they have become critical advocates for all aspects of student life at Imperial.

Our partnership is crucial to create a more diverse, inclusive and welcoming environment where our students can thrive. The Union represents the student voice at all levels and positively contribute to decision making through our Council and on specific topics through working groups. Innovation and impact are in Imperial's DNA and that extends through the Union too.

We work together to build and facilitate vibrant communities both in and outside the classroom. We strive for the most innovative education that involves the latest technology, interdisciplinary knowledge, and translation opportunities. Importantly we co-create campus developments, ensure the wellbeing and safety of our community and encourage social opportunities through clubs and societies.

I'm pleased to support the Union's three goals in this strategy. They reflect the excitement of our students and the significance of their journeys ahead. Together we will continue to improve our offering and support every one of our students.



Hugh Brady

Imperial College President

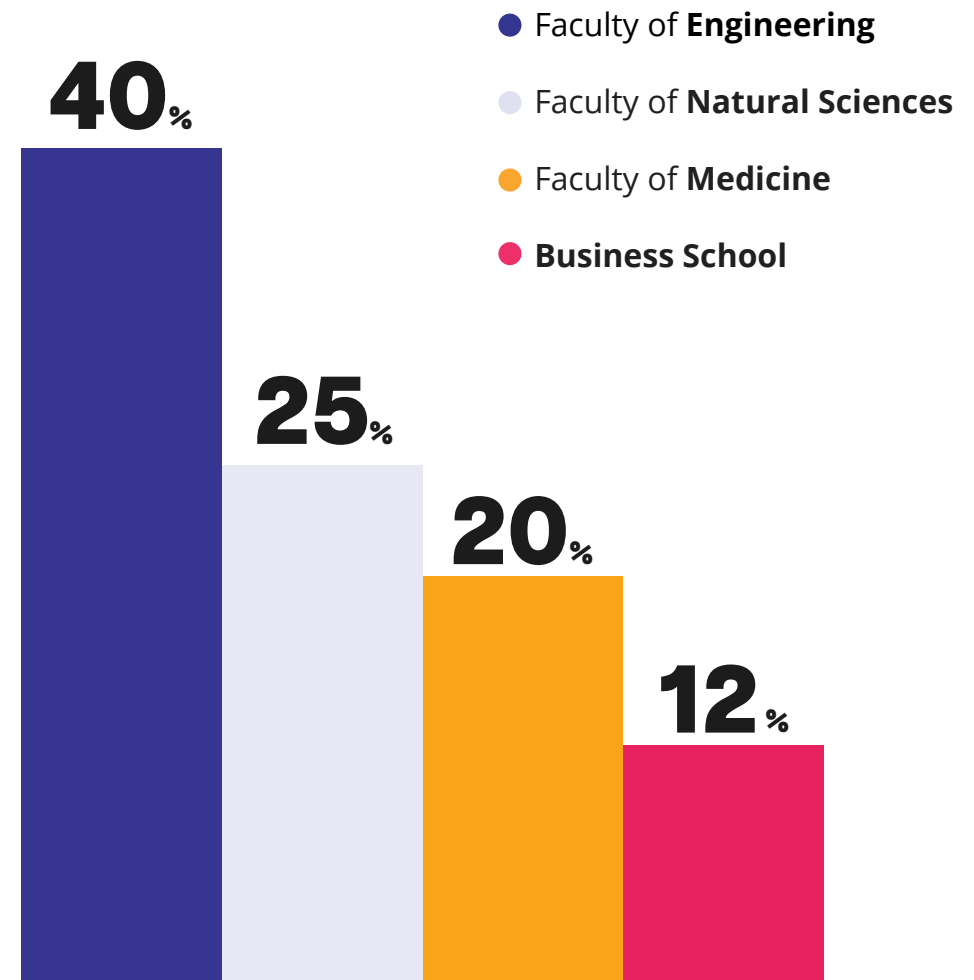
A handwritten signature in black ink, appearing to read 'Hugh Brady'.

Who are our students

Imperial College Union is home to over 24,000 students, each bringing a unique perspective and identity to their institution. As the Union, we have a duty to represent their views, support them to build community, and meet their needs.

These graphs give a brief overview of who our student body were according to College statistics from 2022-23. By the end of this strategic cycle, it is likely that these demographics will look different, and the Union must work continuously to understand who they are and what we must deliver for them.

Faculty



Ethnicity

Asian 46%

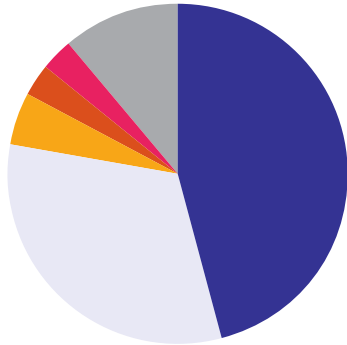
White 32%

Mixed 5%

Arab 3%

Black 3%

Unknown 11%



Type of study

91%

Full-Time

9%

Part-Time



Type of student

61%

International students

39%

Home students

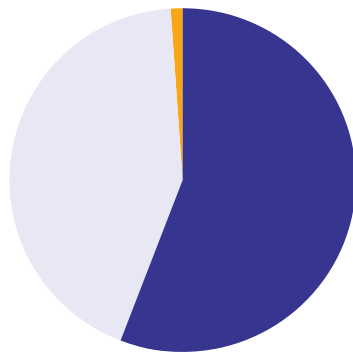


Gender

Male 56%

Female 43%

Non-Binary >1%



Reporting a disability

80%

No

20%

Yes




Building the strategy


Methodology

The document was developed and shaped by a Task and Finish Group (comprised of external, student and Officer Trustees and senior Union staff), and it was approved by the Board of Trustees in July 2023. Following the development of this strategy, senior managers will develop directorate and department balance scorecards, and managers will develop them for individuals, so the strategy runs through every aspect of the Union's work.

This strategy is based on research conducted by Imperial College Union using a range of methods including:




A review of existing research, survey data, and feedback on the student experience




In-depth interviews with College stakeholders who work closely with Imperial College Union



A survey of current Imperial students (completed by 859 students)



On site visits to similar, London-based students' unions



In-depth focus groups with Imperial College Union staff (at all-staff level and held by operational/senior managers)



An overview of sector research, analysis, and emerging policy areas



Operating Context

Post Covid-19 Pandemic

The Covid-19 pandemic has changed student engagement with their studies and extra-curricular activities. Impacts include the advancement of hybrid learning and working, student mental health and socialising, effects on research funding, effects on infrastructure, and financial challenges.

Cost of living Crisis

Owing to global events, Imperial College has felt the effects of a cost-of-living crisis. As well as College finances, this has impacted student spending, the prioritisation of part-time work amongst bursary students, as well as accommodation.

Mental Health and Wellbeing

Students either self-declaring a mental health condition, receiving a diagnosis of a mental health condition, or reporting it to their university has rapidly increased over the last ten years, and the College has made it a priority to address this at an institutional level through their recent Mental Health and Wellbeing strategy.

Climate Change

Climate change is an emerging area of concern for Imperial students, who are advocating for their institution and their Union to be more ethical.

Freedom of Speech and Higher Education regulation

The Higher Education (Freedom of Speech) Act 2023, as well as changes to how HE providers might be regulated in relation to widening participation (WP), wellbeing, quality and sexual misconduct, will impact how ICU delivers club and society activity and representation, as well as how students' unions might be run in the future.

Imperial College's new strategy

Imperial is defining its vision for the next 20 years and ICU are developing this strategy to be coherent with this.

College Expansion

Imperial College continues to expand their international and postgraduate student intake, and the Union must reflect this in its provision so it can effectively support all students. In particular, the College's appetite to recruit from an expanding pool of countries with different cultural norms and geopolitical tensions. The College may also seek to expand its WP cohorts, and the Union must ensure it has provision for these students.

Multi-Site

The College currently operates across a variety of London sites, and is also developing and shaping a new campus experience at White City. They are also growing their online academic experience for students. Understanding of parity in the student experience has become increasingly important as a high-quality educational experience is sought for all students regardless of their mode of study or location.

Advancement in Technology

The introduction of generative AI is affecting how students are engaging with their learning, as well as how they are assessed.

General Election in 2024

It is likely that the Union will need to interact with a new political climate following the general election, which will embolden the current agenda or reflect a new approach to HE policy.

HE Funding

Changes, or lack of change, to how HE is funded may have a direct impact on Imperial's ability to fund Union activity.



SWOT Analysis

The Task and Finish Group worked closely with staff and students to develop a **SWOT (strengths, weaknesses, opportunities, and threats)** analysis for Imperial College Union.

Strengths

- High engagement with clubs and societies, and volunteers are willing to dedicate time and energy to running activity and representing student interests.
- Our relationship with the College is positive, and a mutual understanding exists that a successful Union supports the College's wider ambitions.
- Our funding model enables certainty for core services to operate regardless of the commercial performance of the Union.
- Our staff culture enables a flexible working approach which is valued by the permanent team.
- The building at South Kensington provides a focal point and sense of identity.
- Staff feel supported at work and can offer their ideas and opinions.
- Election turnout is one of the highest in the sector, including across Officer Trustee positions.

Weaknesses

- The Union Building is dated; it is challenging to control and manage owing to under investment and lack of oversight of student activity.
- There is lower retention of staff (especially at a coordinator level) than desired, and over-reliance on individual staff and officer knowledge and relationship management.
- The Union is not always able to make data-driven or evidence-led decisions, which mean that we lack the know-how to cater for all student cohorts (especially postgraduate and international students).
- There is a lack of relevant long-term strategy and compelling vision.
- Union structures favour a minority of students who have the resources and knowledge of how to operate effectively within our inaccessible structures.
- Out-of-date democratic structures and a lack of consistent institutional approach to student insight has resulted in College decisions often relying on a narrow student view offered by individual representatives. This may be compounded by a national trend of lower election turnout in students' unions.
- There is a lack of clear brand and identity.





SWOT Analysis

Opportunities

- The Union is able to engage with the White City developments and shape a Union presence which will add value to the student experience.
- There is an increasing ability and demand to influence College, the sector, and Government.
- Capital developments across all sites to include potential for Union service developments including embedding the student voice in decision making.
- Student growth will drive service developments, increases in international and postgraduate student communities which could result in a wider diversity of activity.
- There are opportunities to lead on extracurricular strategy including the Union leading on holistic student development and civic participation, improving services, and satisfaction.
- There is potential for collaboration with College to foster an engaged alumni community.
- A brand development project to articulate the Union's offer in a modern and impactful way.

Threats

- There is consistent low satisfaction with Union services, particularly in the venues and support for student groups owing to being under-resourced over long periods of time and a shift to more formalised procedures which coincide with former perceptions of a more relaxed Union (particularly amongst older students).
- Student group activity not having sufficient oversight including risk and financial management.
- High workloads and staff turnover resulting in staff dissatisfaction and loss of knowledge that negatively impacts service delivery.
- An increasing student population which drives a higher demand for service.
- There is potential for impending and future legislation changes which the Union is unequipped to be compliant with.
- Health and safety compliance across student group support and venues.
- Negative cultures within student groups that lead to dissatisfaction and non-engagement.



Findings

Based on our research methodology we have summarised our findings that inform our strategic priorities into ten key areas.



1

The Union must effectively empower students to influence the College to improve all aspects of College life.

Both students and staff at Imperial felt the role of ICU is as an influencing voice for improvement of student life. Students notably wanted this on behalf of their academic/educational experiences and for their positive mental health.

However, it was felt that while representation was effective for some cohorts of students, the views of certain groups were not heard; in particular, postgraduate, and international students were felt to be less represented by key stakeholders. College and Union staff felt that both building and utilising robust datasets on Imperial students, as well as taking indicative views on College, sector, or national developments, would support us to be established as more credible.

2

Championing good student mental health and wellbeing must be at the cornerstone of ICU's work to foster belonging.

The second most prevalent theme from data indicated that supporting student mental health and wellbeing was seen as almost as important as improving their academic and educational experiences, and this was particularly important for students who identified as female or non-binary.

Research also demonstrated that the current cost-of-living crisis has worsened this. The College has placed a great deal of importance on student and staff wellbeing through the new Mental Health and Wellbeing Strategy, and ICU should collaborate with the College to deliver on this.

3

Students view academic success as most important to their Imperial experience.

'Succeeding on my academic programme' was ranked most highest when students were asked what the most important factor in their Imperial experience was. Furthermore, students were more likely to identify with their department or faculty rather than their membership of a club or society.

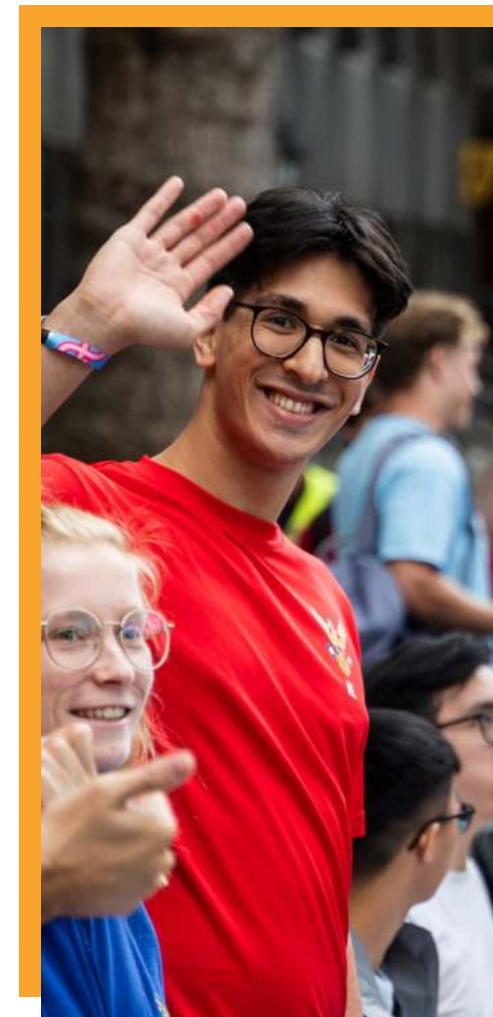
ICU must reflect this in their approach to influencing the College and establish education representation structures which are reflective of this.

4

Students value their ability to participate in, and develop through, communities to foster a sense of belonging, but they need to be inclusive to all students.

Students from different backgrounds and levels of study value community building as a part of their Imperial experience, and 'building a group of friends' was rated second most highly by students. While community through student groups was considered more valuable to undergraduate students, academic community was considered more important to postgraduates.

However, there are barriers (financial, social, and physical) which prevent students from all backgrounds in participating in community-related activity, and ICU should seek to remove these so all students are able to participate in any community which fits them, and some of this work should be done in partnership with the College.



5

Students strongly identify with being an Imperial student, but ICU itself does not have a clear brand.

When asked how they identify, students view themselves as Imperial students first and foremost. In parallel, Union staff expressed a concern that ICU did not have a strong 'brand' or value set which students could identify with. This could be developed in collaboration with the College when considering the holistic 'Imperial Experience' and the opportunities afforded to students outside of their studies.

6

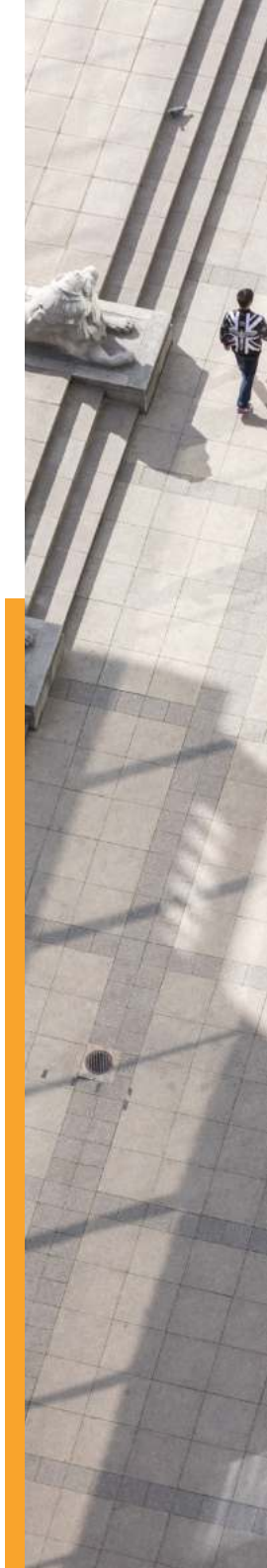
Students have high expectations of ICU, and these should be met through high quality service provision and events.

Our student and staff communities value an excellent students' union that delivers high quality services. The Union is currently delivering the basics, and its staffing and service model is positioned to do just that. This does not reflect the expectations of our members who attend a high performing and ambitious institution, and need a Union which matches that to thrive.

7

The partnership and collaboration between the College and the Union is valued by both College and Union staff.

The Union has a strong partnership with the institution, and this was clearly articulated by all College stakeholders. There is a strong understanding that an effective Union helps support the overall success of the College. While there is a collaborative and healthy relationship founded in mutual support, the partnership would benefit from a clear articulation of the direction of travel for both organisations, where we work together, and how we play to our inherent strengths.





8

ICU should advocate for academic and social space for students at all campuses.

Our findings have shown that a sense of community, belonging and identity are driven by excellent spaces on campuses that enable learning, research, engaging in religious practice, and socialising to take place. We found that neither the availability nor accessibility of spaces are consistent across the College sites and there is a strong desire from students to rectify this.

9

The ICU Senior Management team must be responsible for developing a positive, equitable working culture which empowers and champions high performing staff.

Staff who feel supported, included, empowered, as well as able to develop and innovate, are fundamental to creating a transformative culture for all students. While our staff feel supported, able to express their ideas and feel safe at work, the ICU Senior Management Team must openly demonstrate that the Union lives its values and develops a compelling vision, so that all staff feel able to thrive at work.

10

ICU should rethink how it embraces Imperial traditions in the context of being inclusive to all students.

Our evidence shows that, while students care about their experiences being high quality, they are less interested in tradition – particularly for tradition's sake. Students in elected positions are more likely to be interested in upholding traditions, but students from marginalised backgrounds can find them alienating. The Union should move away from tradition where it is no longer serving the current membership, while empowering students to feel a part of this journey.

Vision & Mission

Understanding our core purpose and why we exist is fundamental to the Union being focussed on achieving impact for our members.

Our Purpose

- Promoting the interest and welfare of students at Imperial College during their course of study and representing, supporting and advising students.
- Being the recognised representative between students and Imperial College and other external bodies.
- Providing a social, cultural, sport and recreational activities and forum for discussions and debate for the personal development of its students.

VISION

For every student to have a transformational experience at Imperial College London.

MISSION

To be a high-performing Students' Union run by and for students, with exceptional services and people, which positively transforms the lives of all Imperial College Students.





Our Values

How will we behave?

Our values should permeate through the entire organisation. They should dictate the way we operate, the behaviours we champion, and underpin our culture.

We act with **INTEGRITY**

We should be open and transparent with each other and our student members to ensure the Union makes a transformative impact on their lives at Imperial. We should celebrate our strengths and be honest about our shortcomings, acknowledging where improvements are required and actively build on feedback to consistently improve. On a daily basis this means we will:

Hold ourselves accountable to all our values.

Treat others with honesty and respect, challenging behaviours that fail to live up to our values.

Place the interests of students above ourselves.

We are **INCLUSIVE** in everything we do

We should foster a sense of understanding and mutual respect amongst the whole student body, making our opportunities, activities, and services accessible for all students from all backgrounds. We must pro-actively address inequalities that students face, representing all students and supporting our entire community to thrive. On a daily basis this means we will:

Listen to the voices of all students from all backgrounds, and at all levels of study, actively seeking the views of those who struggle to get their opinions heard.

Take active steps to remove barriers to participation in our activities, ensuring more students from currently under-represented groups can participate.

Create and support initiatives to create a more diverse organisation, ensuring we reflect the population we are here to serve.

We are **INNOVATIVE** in our approach

We should be bold and forward thinking: we are an organisation that wants to inspire and succeed without being constrained by the past. We want our people to be empowered to listen, learn, and seek out the best ideas and solutions to challenges. We want to continually improve and work to deliver the very best experience at Imperial College, and we should work every day to deliver this. On a daily basis this means we will:

Create an environment where people can be creative and do their best, understanding that learning from our mistakes is an essential component of delivering long-term impact.

Focus on solutions to challenges, advancing a vision for Imperial that puts the student experience at the heart of its success.

Empower staff at every level to innovate within their teams.

Our Goals

What impact will we have on students?

Based on our findings we believe the following goals and objectives will support the Union to achieve its mission to be a great students' union run by and for students, with high performing services and people which transform the lives of all Imperial College students in a positive way.

The student population at Imperial College is incredibly diverse, with different needs and different expectations of their Union. This makes it even more important that we clearly articulate the impact we are seeking to achieve on the holistic student experience. We've broken it down into three high level goals. Some of these ideas will involve delivering things ourselves or in partnership, while others will mean advocating for the College and other organisations to do more.

Goal 1: To be an effective influence and advocate for all students.

Goal 2: To support and enhance the wellbeing of students.

Goal 3: To strengthen and help create active and inclusive student communities.



Goal 1: Effective Advocacy and Influence

We must ensure meaningful collaboration with the College that clearly acknowledges students as partners in their education and wider, holistic student experience. The Union must be the trusted voice of all students, and therefore needs to be representative of the student body, have expertise in student views and student experience, and be effective at channelling student input into meaningful change.

Themes:

Developing a representation framework that enables effective advocacy on education, community, liberation, and customer/user service issues for all students at Imperial.

Empowering all representatives from across the entire institution to make positive changes in their roles both locally, at a College level and wider.

Representing students and supporting elected student leaders to make positive changes to policies and practices across the institution.

Delivering a high impact and coherent research programme positioning the Union as experts on Imperial students.

Developing a policy strategy that focuses policy objectives to create change and shape the agenda in College, London, nationally, and globally.

Empowering student-led campaigns to deliver on their objectives.

Ensuring there is better advocacy for postgraduate and international communities, as well as any other communities which are currently under-represented.



Goal 2: Healthy and Happy Students

Students face a wide range of wellbeing challenges during their time at Imperial, and it is crucial that the Union plays a role supporting them to tackle these. Physical and mental health, private housing and student accommodation, and the high basic cost of living associated with London – are all areas where we should have a positive impact on the lives of Imperial students.

Themes:

Ensuring the Union and College take a holistic and institutional approach to wellbeing to foster belonging.

Supporting and advocating for students on a case-by-case basis for financial, housing, welfare and legal casework through our Advice Service and signposting to other support services within the College and wider community.

Enabling students to participate in sport and physical activity.

Ensuring there is support for marginalised and low participation groups, especially postgraduate and international students.



Goal 3: Fun and Inclusive Communities

A key element of a positive student experience at Imperial involves building relationships and connections with other students and staff around shared interests, experiences, and identities. Our spaces, services and activities should support students to come together, and we should be clear and proactive in our approach to ensuring they do so in an inclusive manner.

Themes:

Empowering excellent clubs and societies which offer great experiences for members and high-level support for those that lead them.

Delivering fun and inclusive events, venues, and spaces.

Ensuring students develop academic related communities through their departmental societies and associated student groups.

Lobbying College to provide appropriate academic, faith-based, and social space for students across every campus.

Supporting students in their transition to Imperial from school or further education, and to engage fully in their experience regardless of their background.

Enabling students to engage in social activities outside of their courses.

Removing barriers to participation for postgraduate, international, carers, and other groups under-represented in clubs and societies.



Our Enablers

How do we become an effective organisation?

To achieve our vision, deliver our mission, and carry out our goals along with their associated impacts we need to be highly effective. For the Union to achieve its impact for our members there is an enabling plan which supports the following:

1. A positive, equitable, and collaborative working culture for high performing staff

Our staff matter to us. People who feel supported, included, empowered, as well as able to develop and innovate, are fundamental to creating a transformative culture for all students. We must ensure that everyone feels respected in their roles, are excited to come to work for Imperial College Union and work collaboratively within and across departments as well as with members.

Our values framework will be translated into behaviours that are encouraged and exemplified throughout the entire organisation when working together or with our members. It will be communicated from recruitment onwards.

Our core work of this aim should include:

- People and culture plan for all staff (including student staff)
- EDI plan
- Values and behaviour framework



2. Sustainable, ethical resources and infrastructure

Our resource model and infrastructure should be environmentally, ethically, and socially responsible, as well as flexible to accommodate the changing needs and priorities of our membership. The 2022/23 cost of living crisis has had a profound impact on the student body, and we must reflect this in our commercial offering, while also ensuring that commercial activity can deliver a surplus which can be reinvested into activity for students. The Union should prioritise resourcing into areas which benefit the membership and the College, and support student satisfaction with the Union across different cohorts, as well as business continuity.

Student groups also need to be supported to use their own resources sustainably, prudently, and ethically. We should provide training and direct support, balancing the requirement for strategic oversight and financial governance, with a commitment to autonomy and self-ownership.

This work should be underpinned by a robust approach to space management and health and safety, ensuring that spaces are fit for purpose and safe for students to use. Over the five years of the strategy, Imperial College Union should have an appropriate presence across the College's multiple campuses, and the core space at South Kensington should be an inclusive, accessible space which reflects a modern student body.

Our core work of this aim should include:

- Environmental sustainability plan
- Ethical framework
- Commercial plan
- Capital plan
- Health and safety plan
- Risk management plan
- Space management plan

3. A future-focused relationship with the College

The Union plays a recognised and vital role within the Imperial College community. Our connection with the institution embodies mutual understanding and respect, extending across various levels within both entities, and we will seek to maintain and develop this. While acknowledging that the College serves as our primary funder and regulator, we hold ourselves responsible for delivering crucial elements of the student experience. It is imperative that we demonstrate our impact, effectiveness, and value, and serving to support them to deliver on their strategic goals and objectives where they benefit students.

We also seek a relationship that empowers us and recognises our right to engage in constructive disagreement and challenge the College in a positive, solutions-focused manner. As a critical friend to the institution, we aim to advocate for positive changes on behalf of students and champion relevant best practices. As the College embarks on its own strategy, as well as the development of spaces, infrastructure, and a holistic overview of the Imperial experience across multiple campuses, the Union should be positioned as a partner to drive these agendas forward.

Our core work of this aim should include:

- Stakeholder management plan

4. Strong, accessible democracy and effective governance

Democracy of the Union is at its foundation. We must ensure that our members drive the decisions we make, and that their voices are amplified at every level of College and Union decision-making. Similarly, good governance is critical to ensuring our complex organisation can be compliant with legislation, and that decision-making is transparent and robust. However, many of our democratic and governance structures have been developed over time, and it is unclear how well every student at Imperial understands or can access them. We must seek to make these as clear as possible, remove barriers to accessing democratic decision making, and ensure they are fit for purpose for our current student body.

Our core work of this aim should include:

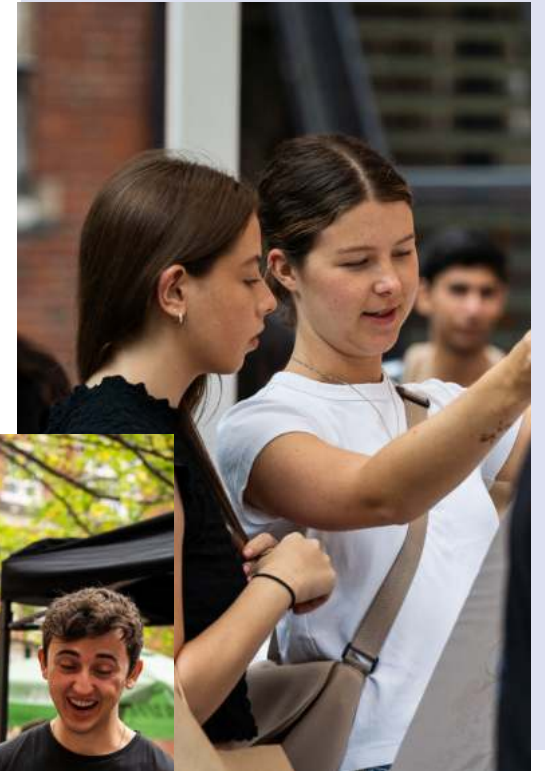
- Democracy and governance review

5. Engaging communication and strong identity

Both staff and students agree that the Union does not currently have a strong brand or voice which is reflective of our values or the diversity of our membership. Although we have been strengthening our lines of communication with the College, it is important to develop this in tandem with our communication with students.

Our core work of this aim should include:

- Communications plan
- Brand project
- New website



6. Integrated and innovative use of technology and data

Our decision-making should be data driven, but this must be supported by our digital infrastructure. We should ensure that new and existing digital systems enable us to make better choices for and with our members, and departments should feel empowered to innovate their processes based on the data we collect. We should also work with the College to ensure that decisions regarding their digital infrastructure are based on student need.

Behind this, our approach to data should ensure that we are compliant with both College and legal requirements, and that the Union does not rely on a single point of failure. It should also support us to build a strong institutional memory, gather data on under-represented groups, and to avoid duplication of resources.

Our core work of this aim should include:

- Digital plan

7. Comprehensive research, policy and insight

Developing a robust evidence base through research and insight into student views and needs should underpin our approach to influence and building an effective organisation, as well as developing an evidence base around under-represented groups. Our approach to research should be strategic and considered alongside College to avoid duplication and survey fatigue for members. Both students and College stakeholders should see the impact of this work to ensure that positive change is made for Imperial students.

Our members are also impacted by changes in the wider policy landscape. Imperial College Union should be abreast and in a position to influence these changes, capitalising on existing and emerging policy networks in the UK and around the world. Student leaders and staff teams should understand and respond to any changes which affect our members.

Our core work of this aim should include:

- Research and insight plan
- Member participation plan
- Policy and public affairs approach



Our key performance measures

A balanced scorecard

Our scorecard takes a holistic approach to measuring our performance across all areas of our strategy. We will use internal measures, College-wide and national surveys such as NSS and the SES to collect our data on an annual basis.

Members and Customers

Objectives:

- 1) Students feel the Union has a positive impact on their experience at College
- 2) Students feel the Union represents them and their academic interests
- 3) Students feel the Union directly enabled them to make friends and have fun
- 4) Students and customers feel the Union services are well run
- 5) The Union engages students from under-represented groups

Measures and Targets:

- 1) The Students' Union had a positive impact upon my university experience 80%.
- 2) The Students' Union represent students' academic interests 75%
- 3) 75% of population actively participate in Union events and student groups
- 4) 80% customer satisfaction with Union services
- 5) 25% increase in engagement in Union events and student groups by students from under-represented groups

Internal Processes

Objectives:

- 1) The Union manages its health and safety risks to a high standard
- 2) Each service and team have a service level agreement with either members or customers
- 3) A professional business planning approach

Measures and Targets:

- 1) 100% of the H&S audit achieves 'basic' level
- 2) 75% compliance with service level agreements
- 3) 90% of business processes are implemented

Finance and Resources

Objectives:

- 1) Increase commercial contribution
- 2) Meet the Union reserve target
- 3) Coherent capital investment for great spaces
- 4) The Union breaks even after depreciation of assets

Measures and Targets:

- 1) Commercial revenue is £2,663,789 and contribution is £282,645
- 2) Deliver budget to meet reserve target
- 3) Transform Union spaces by 2026 at Beit and 2028 at White City
- 4) The Union's core activity breaks even after depreciation

People and Partners

Objectives:

- 1) Increase career staff engagement and satisfaction
- 2) College stakeholders believe the Union is a credible and impactful organisation
- 3) Student staff recommend the Union as a great place to work.
- 4) Staff believe ICU is an employer that values Equality, Diversity, and Inclusion.

Measures and Targets:

- 1) 75% of permanent staff recommend the Union as a good place to work
- 2) 90% College stakeholders agree the Union is credible and impactful
- 3) 75% of student staff recommend the Union as a good place to work
- 4) 85% of staff believe the organisation values diversity.





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