



Strategic Theme One Enhancing the Student Experience

	Strategic Objective – by July 2016	Year One Outcomes – by July 2013	Year One Objectives – By July 2013	Progress	Outcome
SE1	We will have continued to proportionally grow the number of students involved in Clubs, Societies and Projects, year on year.	Increase the amount of students involved in Clubs, Societies and Projects	<ol style="list-style-type: none"> 1. Produce and publish detailed participation analysis for Clubs Societies and Projects by November 2012 2. Develop and deliver action plan to increase participation in underserved parts of the College Community by May 2013 3. Recruit Outreach Coordinator by November 2012 4. Develop and deliver plan for student activities at non SK-sites by July 2013 5. Undertake a review of the Finance Service offered to Clubs, Societies and Projects by December 2012 	<ol style="list-style-type: none"> 1. Completed 2. Due to be completed for July 3. Completed 4. Completed and Ongoing 5. Ongoing 	
SE2	We will have introduced an accreditation scheme which helps students identify the skills they gain through their involvement in our activities	Introduce accreditation scheme and ensure that 200 students are registered on the scheme by June 2013	<ol style="list-style-type: none"> 1. Recruit Student Development Manager by November 2012 2. Develop plan for pilot scheme by February 2013 3. Launch pilot scheme by March 2013 4. Ensure 200 students are registered on the scheme by June 2013 5. Review pilot and develop year two plan by July 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Pilot workshops happening at present, full launch in October 4. Will not happen until next academic year but plan in place and approved by Board 5. Will take place in 2014 	
SE3	We will have increased the amount of students employed by the Union during each year of the plan	Increase the amount of students employed directly by the Union over the course of the year compared to 2011/12	<ol style="list-style-type: none"> 1. All departments to conduct review of use of student staff and develop action plan by January 2013 2. Conduct research into student employment needs by January 2013 3. Review student recruitment processes and policy by March 2013 	<ol style="list-style-type: none"> 1. Completed 2. Ongoing as part of Union Survey 3. Not completed – to take place for 2013/14 	
SE4	Introduce an training and development scheme for key volunteers and introduce formal qualifications	Establish and begin delivery of plan for training and development for key volunteers by June 2013	<ol style="list-style-type: none"> 1. Develop plan for the training and development for key volunteers by May 2013 2. Deliver initial training elements of plan by July 2013 	<ol style="list-style-type: none"> 1. Completed 2. Ongoing – pilot workshops currently occurring 	
SE5	Achieve Investing in Volunteers Status	Develop our work within volunteering to ensure that the Union is able to achieve IIV status during 2013/14	<ol style="list-style-type: none"> 1. Register interest with Investing in Volunteers by December 2012 2. Develop action plan by February 2013 	<ol style="list-style-type: none"> 1. Completed 2. Delayed until July 	
SE6	Grow our Student Volunteering Scheme, ensuring 1000 students volunteer in the local community each year	Launch Community Volunteering Scheme and provide 250 new opportunities	<ol style="list-style-type: none"> 1. Recruit Student Development Manager by November 2012 2. Agree cooperation plan with Student Hubs by November 2012 3. Develop brokerage service by June 2013 4. Provide 250 new opportunities by July 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed (May 2013) 3. Delayed to October 2013, but plans ongoing 4. Not achieved, 172 opportunities provided via Student Hubs 	
SE7	Demonstrate that 75% of our members agree that the Union enhances their employability	Demonstrate that 60% of our members agree that the Union enhances their employability	<ol style="list-style-type: none"> 1. Deliver bi-annual Union Survey by July 2013 2. Launch pilot accreditation scheme for volunteers by March 2013 3. Introduce employability element to impact report by June 2013 	<ol style="list-style-type: none"> 1. Completed 2. Not completed 3. Completed 	50%

Strategic Theme Two Amplifying the Student Voice

	Strategic Objective – by July 2016	Year One Outcomes – by July 2013	Year One Objectives – By July 2013	Progress	Outcome
SV1	We will continue to increase the amount of students who take part in Union elections each year	We will increase the percentage of students who vote in the 'Big Elections'	<ol style="list-style-type: none"> 1. Complete review of Election Rules and Regulations as part of the Constitution Review by December 2012 2. Develop marketing plan for elections including promoting the role of Sabbatical by November 2012 3. Increase the number of candidates standing in the 'Big Elections' by March 2013 4. Highlight areas of the student community that are under-represented in election turnouts by December 2012 5. Develop and deliver action plan to increase turnout amongst these groups by March 2012 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Completed 5. Completed 	UG increased Total number of students involved in elections throughout the year up. Increase in people standing - still largest turnout in England and Wales
SV2	We will ensure that election turnout in the post-graduate community is comparable to undergraduates	We will increase the percentage of post-graduates who vote in the 'Big Elections'	<ol style="list-style-type: none"> 1. Complete research into barriers affecting postgraduate engagement in elections by December 2012 2. Develop and deliver action plan in response to these findings by February 2013 3. Increase the number of postgraduate candidates stating in the 'Big Elections' by April 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Not achieved 	
SV3	We will launch a Student-Led Teaching and Research Supervision Awards, with more than 1000 students submitting nominations each year	We will pilot the Student-Led Teaching Awards, and ensure that more than 200 students submit nominations	<ol style="list-style-type: none"> 1. Recruit Education and Welfare manager by October 2012 2. Develop plan for Student-Led Teaching Awards by December 2012 3. Launch Awards and open nominations by March 2013 4. Deliver Awards ceremony by June 2013 5. Conduct review of year one by Jul 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Completed (May 2013) 5. Completed (June 2013) 	
SV4	We will publish an annual Impact Report detailing the positive changes made by Union officers and representatives	We will publish an improved and expanded Impact Report with more examples of positive impacts on our members	<ol style="list-style-type: none"> 1. Develop system for recording Union's successes by November 2012 2. Include successes in monthly email to members by November 2012 3. Publish Impact Report by June 2013 	<ol style="list-style-type: none"> 1. Completed 2. Issues Quarterly Impact reports 3. Completed 	
SV5	We will support ten student-led campaigns per year	We will support four student-led campaigns with financial and human resources	<ol style="list-style-type: none"> 1. Review systems and processes for identifying and supporting student-led campaigns by November 2013 2. Deliver four student-led campaigns by July 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 	
SV6	We will review our representation and governance structures to maximise clarity, transparency and involvement	We will complete a review of our governance arrangements and register with the Charity Commission	<ol style="list-style-type: none"> 1. Complete revised constitution by November 2012 2. Gain Union assent for new constitution by January 2012 3. Gain College assent for new constitution by March 2013 4. Complete Charity Registration Process by May 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Completed 	
SV7	We will engage with local MPs, members of the London Assembly and representatives from local authorities and publish the outcomes of these meetings to our members	We will increase the amount of meetings with politicians and published an increased amount of responses to government, sector and institutional consultations, surveys and policies	<ol style="list-style-type: none"> 1. Publish plan for engaging with local and national politicians by January 2013 2. Publish outcomes from these meetings to members on a quarterly basis from February 2013 3. Publish response to NSS survey by December 2012 4. Highlight potential areas for research and lobbying work by December 2012 	<ol style="list-style-type: none"> 1. Not completed 2. Not completed 3. Completed 4. Completed 	
SV8	We will demonstrate that 75% of our members agree that the Union is the voice for all students at Imperial	Demonstrate that 50% of our member agree that the Union is the voice for all students at Imperial	<ol style="list-style-type: none"> 1. Deliver bi-annual Union Survey by July 2013 2. Publish outcomes from these meetings to members on a quarterly basis from February 2013 3. Increase the number of postgraduate candidates stating in the 'Big Elections' by April 2013 	<ol style="list-style-type: none"> 1. Completed 2. Not completed 3. Completed 	

Strategic Theme Three Building a Student Community

	Strategic Objective – by July 2016	Year One Outcomes – by July 2013	Year One Objectives – By July 2013	Progress	Outcome
SC1	We will publish and Annual Social Policy report, detailing the key issues affecting students and what action we have taken on these issues	We will develop our systems and processes to ensure that we are able to publish our first Social Policy Report during the academic year	<ol style="list-style-type: none"> 1. Establish processes for developing Social Policy report by December 2012 2. Gather statistics and anecdotal information by March 2013 3. Ensure information is included in Impact Report by May 2013 	<ol style="list-style-type: none"> 1. eActivities functionality near complete 2. Completed 3. Not complete, short report intended for September 	
SC2	We will introduce a biannual members survey, measuring satisfaction with all areas of the Union and garnering feedback on how they should develop	We will introduce the biannual survey following successful pilot during 2012	<ol style="list-style-type: none"> 1. Develop action plans following Spring 2012 survey by October 2012 2. Publish 'You said, We did' outcomes to members by November 2012 3. Launch Survey One by November 2012 4. Develop action plans in response to Survey One by January 2012 5. Launch Survey Two by June 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Completed 5. Completed 	
SC3	We will highlight areas of the Student Community that are under-represented in the Union and deliver action plans to address these issues	We will highlight at least two areas of the student community that are underserved by the Union and deliver action plans to improve their levels of engagement	<ol style="list-style-type: none"> 1. Analyse 2012 Election turnout by December 2012 2. Analyse 2012 CSP involvement by November 2012 3. Analyse 2012 Union survey information by January 2012 4. Agree action areas by February 2012 5. Develop and publish action plans by April 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Postgraduate and Outreach plans being developed 5. Plans scheduled for July completion 	
SC4	We will review the scale and scope of the Advice Centre to ensure that it continues to provide a valuable support to our members	We will complete a review of the Advice Centre, and make recommendations to the Board of Trustees for its development	<ol style="list-style-type: none"> 1. Include relevant questions in Union Survey 2. Complete review of Advice Centre Operations by December 2012 3. Consult on outcomes from review by February 2012 4. Develop recommendations for Board of Trustees by April 2012 	<ol style="list-style-type: none"> 1. Complete 2. To be completed for July 3. To take place next year 4. To come to board in October 	
SC5	We will ensure that an annual student experience survey is undertaken and lobby for change in response to the survey results	We will ensure that the College run a student experience survey and publish a response document highlighting the changes that should be made	<ol style="list-style-type: none"> 1. Gain agreement from Student Experience Survey from College by November 2012 2. Develop response document by May 2012 	<ol style="list-style-type: none"> 1. Completed 2. Completed 	

Strategic Theme Four Building a Sustainable Organisation

	Strategic Objective – by July 2016	Year One Outcomes – by July 2013	Year One Objectives – By July 2013	Progress	Outcome
S01	We will have secured an increase in the total level of funding from the College during each year of the plan	We will have secured a increase in the level of funding from the college for 2013/14	<ol style="list-style-type: none"> 1. Establish process for funding allocation with Senior College Staff by January 2013 2. Promote Union's successes through distribution of Annual Reports and Impact Reports by April 2013 3. Submit budget proposal by May 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 	
S02	We will have doubled the revenues from the use of our facilities by non-member, whilst not restricting members access to our facilities	We will have increased the revenues from the use of our facilities by non-members and developed a business plan to achieve the strategic objective	<ol style="list-style-type: none"> 1. Develop business plan, including review of conferencing operations by January 2013 2. Develop and deliver Marketing plan for external trade by January 2013 3. Review interactions with Associate Institutions by January 2013 	<ol style="list-style-type: none"> 1. Not completed 2. Due in July 3. Due in August 	Revenues have increased but business plan not completed
S03	We will have tripled the amount of revenues from alumni and donations	We have establish a plan to grow our revenues in this areas in collaboration with the College	<ol style="list-style-type: none"> 1. Meet with College Alumni department to discuss collaboration 2. Establish plan to grow revenues in this area by March 2013 	<ol style="list-style-type: none"> 1. Completed 2. Not completed 	
S04	We will have secured Investors in People status and ensure that 90% of staff enjoy working at the Union	We will have registered with Investors in People and have a detailed action plan in place to achieve IIP status	<ol style="list-style-type: none"> 1. Perform internal assessment by January 2013 2. Register with IIP by May 2013 3. Complete action plan by June 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Delayed until summer 	
S05	We will grow revenues from Commercial Services during each year of the plan, including online activity	We will have achieved our income targets from Commercial Services and have developed a business plan to grow online commercial revenues	<ol style="list-style-type: none"> 1. Launch new website with shop functionality by October 2013 2. Develop plan for online retail sales by January 2013 3. Deliver profit-making Summer Ball with 80% satisfaction rating from attendees 	<ol style="list-style-type: none"> 1. Completed 2. To take place during the Summer 3. Summer Ball to make small loss – satisfaction rating currently at 86% 	
S06	We will demonstrate a 75% satisfaction rating from members for all our commercial services	We will improve the satisfaction scores for each of our commercial Outlets, year on year, through the Union Survey	<ol style="list-style-type: none"> 1. Run Union survey twice by June 2013 2. Develop action plans in response to each survey by July 2013 3. Publish 'You said, We did' actions in response to each survey 4. Develop and publish Customer Service Standards By January 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Delayed until Summer 	Scores improved for Bars and Metric but declined for the Shop and Newsagent
S07	We will grow our reserves by generating a surplus in each year of the plan	We will achieve our budget surplus for the year and have established a strategic approach to the Union's reserves	<ol style="list-style-type: none"> 1. Develop Three-Year Financial Forecast by December 2012 2. Present Strategic Reserves plan to Board of Trustees for Approval by April 2013 3. Achieve budgeted surplus by August 2013 	<ol style="list-style-type: none"> 1. Completed for June 2. Not completed – due for completed by September 3. On track for completion 	
S08	We will receive and retain full assurance from internal and external auditors	We will receive 'Substantial' level of assurance from our internal auditors	<ol style="list-style-type: none"> 1. Complete all action points in response to 2012 Internal Audit by February 2013 2. Arrange for Internal Audit visit by May 2013 3. Complete review and procurement process for new EPOS system by April 2013 	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Delayed – but improvements made to current system, under review 	Outcome not currently known

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