

Operating Plan

2013/14

May 2014 Update

Key

A Clear Square indicates that no progress has been made on achieving the outcome. However, this is not cause for concern, normally because the plan did not intend for progress to be made at this stage.

A Red Square indicates that a target will not be reached – either a critical deadline has passed or a quantifiable target has not been hit.

An Amber square indicates that progress on a target is underway but not completed. A non-critical deadline may have passed but this does not put the achievement of the objective at risk

A Green square indicates that a target has been achieved or exceeded.

ENHANCING THE Student Experience



SE

| Code | Strategic Objective (by July 2016) | Year One Outcome (by July 2014) | Year One Objectives (by July 2014) | Update (1 May 2014) |
|------------|--|---|---|---|
| SE1 | Continue to grow membership in Clubs, Societies & Projects each year of the plan and develop the support available to them. | Grow year on year membership in Clubs, Societies & Projects by July 2014. | <ol style="list-style-type: none"> 1. Complete written development plans for 100 CSPs by April 2014 2. Support the delivery of ReFreshers activities by February 2014 3. Produce development strategies for Student Media and Arts by November 2014 4. Review Finance Support system by January 2014 5. Establish financial KPI reporting system by May 2014 | <ol style="list-style-type: none"> 1.1 Completed - 105 now complete 1.2 Completed - Give it a Go Activities took place in January and early Feb 1.3 Not yet Completed 1.4 Completed - additional resource now in place 1.5 On track for completed in June 2014 |
| SE2 | Introduce a Volunteering Accreditation scheme, which is recognised by the College, and helps students identify the skills they gain through their involvement in our activities. | Launch Volunteering Accreditation scheme (Imperial Plus) and ensure 300 students partake in scheme in year one. | <ol style="list-style-type: none"> 1. Launch Tiers 1 and 2 by November 2013 2. Develop and deliver marketing and communications plan and materials by November 2013 3. Undertake termly reviews in December 2013 and March 2014 4. Agree year two plan by June 2014 5. Ensure 200 students complete Imperial Plus Certificate (Tier 1) by July 2014 6. Ensure 100 students complete Imperial Plus Certificate (Tier 2) by July 2014 | <ol style="list-style-type: none"> 2.1 Completed - Launched and Operational 2.2 Completed 2.3 Completed 2.4 On track - 12 completed with another 30 close to completion and a further 325 in progress 2.5 101 students registered |
| SE3 | Increase the number of students employed by the Union in each year of the plan. | Increase the number of students employed by the Union compared to previous financial year. | <ol style="list-style-type: none"> 1. Recruit staff for Student Activities Centre and Minibus team by November 2013 2. Implement Student Duty Manager role within Licensed Trade by November 2013 3. Recruit and train Student Trainers for Imperial Plus scheme by October 2013 | <ol style="list-style-type: none"> 3.1 Completed 3.2 Completed 3.3 Completed |
| SE4 | Introduce and establish a Development Programme for key volunteers and provide formal volunteering management qualifications. | Review provisions and launch Imperial Plus qualifications pilot scheme by July 2014. | <ol style="list-style-type: none"> 1. Identify key volunteer groups by November 2013 2. Review training and development provision by January 2014 3. Develop Imperial Plus Tier 3 scheme by February 2014 4. Start first cohort of Imperial Plus Tier 3 in June 2014 5. Review IT provision and launch version 2.0 of Imperial Plus by June 2014 | <ol style="list-style-type: none"> 4.1 Completed 4.2 Delayed but on track for Summer implementation 4.3 Final plan in place 4.4 On track 4.5 On track |

| Code | Strategic Objective (by July 2016) | Year One Outcome (by July 2014) | Year One Objectives (by July 2014) | Update (1 May 2014) |
|------------|--|--|--|---|
| SE5 | Achieve Investing in Volunteers status. | Achieve Investing in Volunteers status by July 2014. | <ol style="list-style-type: none"> 1. Complete self-assessment and develop action plan by January 2014 2. Arrange for assessment by May 2014 3. Achieve Investing in Volunteers status by July 2014 | <ol style="list-style-type: none"> 5.1 Completed 5.2 Assessment planed for July 5.3 On track |
| SE6 | Grow our Student Volunteering scheme and increase the amount of students volunteering in the outside world. | Launch new Community Volunteering scheme and increase the amount community volunteers. | <ol style="list-style-type: none"> 1. Launch Community Volunteering scheme by November 2013 2. Pilot brokerage service, engaging 10 organisations and review by December 2013 3. Ensure at least 250 opportunities have been published through the scheme by July 2014 4. Organise 10 one-off volunteering opportunities by March 2014 5. Hold volunteering fair by July 2014 6. Ensure at least 200 students register with the Community Volunteering scheme by July 2014 | <ol style="list-style-type: none"> 6.1 Completed - Community Connections 6.2 Completed - partnership agreements in place with 31 organisations 6.3 Completed - 545 Opportunities advertised so far 6.4 Eight opportunities developed so far 6.5 Completed 6.6 89 Student Signed up so far |
| SE7 | Develop and publish, in the first year of the plan, a Postgraduate Student Engagement Strategy, in tandem with the College's review of Taught Postgraduate provision | Develop and publish engagement strategy for postgraduate students together with an action plan for implementation. | <ol style="list-style-type: none"> 1. Gain agreement for Postgraduate Student Engagement Strategy at Board of Trustees by November 2013 to include action plan 2. Deliver year one elements of action plan by July 2014 | <ol style="list-style-type: none"> 7.1 DELAYED until Summer following discussions with Graduate School 7.2 As above |
| SE8 | Ensure that the Union delivers at least three key contributors to the College's Graduate Attributes project. | Conduct background work to establish where the Union's role within the Graduate Attributes project lies. | <ol style="list-style-type: none"> 1. Identify which contributors to the College Graduate Attributes project the Union could be engaged in by February 2014 2. Gain agreement for which contributors to the College Graduate Attributes project the Union will be engaged in and publish plan by May 2014 | <ol style="list-style-type: none"> 8.1 Currently awaiting College to move on this 8.2 As above |

| Code | Strategic Objective (by July 2016) | Year One Outcome (by July 2014) | Year One Objectives (by July 2014) | Update (25 Oct 2013) |
|------------|---|--|---|---|
| SV1 | Increase the amount and proportion of students who take part in the Union elections during each year of the plan. | Increase the amount and proportion of students who take part in the Union elections. | <ol style="list-style-type: none"> 1. Develop engagement plans for International students, PGR and PGT students by January 2014 2. Complete review of eVoting system and elections process by February 2014 3. Review involvement of commercial departments in elections process by January 2014 4. Review and deliver training to Big Elections Candidates by March 2014 | <ol style="list-style-type: none"> 1.1 Completed 1.2 Completed 1.3 Completed 1.4 Completed |
| SV2 | Review our democratic structures to ensure that they maximise engagement and add value to the Union's decision-making, and put proposals to decision making bodies within the first year of the plan. | Complete Democracy Review and publish proposals by March 2014. | <ol style="list-style-type: none"> 1. Complete desktop research of other institutions by November 2013 2. Complete scope of review, establish project team and agree project plan by November 2013 3. Complete review and publish findings by February 2014 | <ol style="list-style-type: none"> 2.1 Completed 2.2 Delayed - to be completed in May 2.3 Review to be completed by July |
| SV3 | Continue to be a champion of academic best practice by developing our Student Academic Choice Awards scheme, with more than 1,000 students submitting nominations during the final year of the plan. | Deliver a revised Student Academic Choice Awards programme with greater participation. | <ol style="list-style-type: none"> 1. Develop implementation plan by November 2013 2. Ensure at least 700 nominations are received from at least 400 individual students 3. Ensure at least 50 nominations in each category 4. Hold awards ceremony by June 2014 5. Conduct review of year two by July 2014 | <ol style="list-style-type: none"> 3.1 Completed 3.2 Missed target for nominations (593) Target Achieved for students nominating (432) 3.3 Partly achieved (5 out of 8 categories) 3.4 Awards scheduled for May 3.5 On track |
| SV4 | Continue to publish an annual Impact Report detailing the positive changes the Union has made through officers, representatives and initiatives. | Review the background processes for capturing information which contributes to the annual Impact Report and communicate Impact regularly to our members. | <ol style="list-style-type: none"> 1. Publish quarterly impact report from November 2013 2. Revise the system for capturing anecdotal information by March 2014 | <ol style="list-style-type: none"> 4.1 Term One Impact report published - term two to be published in early May 4.2 Completed |

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|------------|--|--|--|---|
| SV5 | Develop our engagement with local MPs, members of the London Assembly and representatives of local authorities, publishing the outcomes of these discussions to our members on an annual basis. | Establish processes and relationships necessary for political lobbying and begin regular meetings with relevant politicians. | <ol style="list-style-type: none"> 1. Develop plan for engaging with local and national politicians by October 2013 2. Publish areas for research and lobbying work by December 2013 3. Hold at least one meeting with MP, LA member or Councilor per quarter | <p>5.1 Completed - plan agreed</p> <p>5.2 Plan agreed with group but not published</p> <p>5.3 On track to be significantly exceeded - 70+ letters sent, met 2 MPs, 8 councillors, 1 Assembly member - 1 MEP scheduled and more to come.</p> |
| SV6 | Continue to develop relevant response documents, and in particular to respond in detail to the College's consolidated annual Student Survey and the National Student Survey during each year of the plan. | Deliver at least four responses to Internal and External Consultations. | <ol style="list-style-type: none"> 1. Develop response to Student Experience within 10 weeks of receipt of data 2. Deliver responses to two external consultations of interest to Imperial Students by July 2014 3. Publish a response to the 2013 NSS within 10 weeks of the receipt of the data | <p>6.1 Completed</p> <p>6.2 Completed submission to House of Lords Enquiry</p> <p>6.3 Completed</p> |
| SV7 | Support 10 student-led campaigns with demonstrable outcomes each year by the end of the plan. | Support six student-led campaigns by July 2014. | <ol style="list-style-type: none"> 1. Develop specifications for eActivities functionality to support student led campaigns management by January 2014 | <p>7.1 Completed - Website specification and eActivities functionality specification drafted.</p> |
| SV8 | Develop the support available to Academic Representatives, including the launch of an annual Representatives Conference, and increase the number of students in these roles supported by the Union in each year of the plan. | Launch Annual Representative Conference and increase the amount of course rep positions filled by July 2014. | <ol style="list-style-type: none"> 1. Organise and deliver rep conference by April 2014 2. Fill 100% of UG and 85% PG representative positions by December 2013 3. Increase awareness of Reps to 85% for UGs and 70% for PGs as measured by the Union Survey | <p>8.1 Completed</p> <p>8.2 Part completed - 89% of PG and UG 97% (Target to be revised for next year)</p> <p>8.3 Awaiting survey results</p> |

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|------------|---|---|---|---|
| SC1 | Publish an annual 'Advocacy to Action' Report, detailing how our advocacy, representation and campaigning work combine to improve the lives of students. | Establish processes for creating an annual Advocacy to Action report and deliver first report by June 2014. | <ol style="list-style-type: none"> 1. Design processes for converting casework issues to political action by December 2013 2. Evaluate and record impact of campaigning and lobbying on a monthly basis 3. Publish 'Advocacy to Action' report by June 2014 | <ol style="list-style-type: none"> 1.1 Completed 1.2 Tri-weekly meeting in place to monitor progress 1.3 On track |
| SC2 | Review the advice provision available to students on campus, including our own Advice Centre service and make recommendations to the College and the Union's Board of Trustees. | Launch review process of advice provision by June 2014. | <ol style="list-style-type: none"> 1. Agree scope of review in liaison with College by January 2014 2. Develop project plan by May 2014 3. Launch review process by June 2014 | <ol style="list-style-type: none"> 2.1 Ongoing 2.2 Ongoing - on track for May 2.3 Ongoing and on track |
| SC3 | Work in partnership with the College to review and improve the 'Welcome Week' provision through a review of the Union's activities and advising the College on how to improve their own arrangements. | Run successful Welcome Week and review, and complete full review of approach for 2014 | <ol style="list-style-type: none"> 1. Recruit 1000 parents to buddy scheme, improve satisfaction rating and review by December 2013 2. Recruit and Train at least 30 Welcome Week Volunteers, assess satisfaction rating and review by December 2013 3. Launch specific Welcome section of the website by October 2013 | <ol style="list-style-type: none"> 3.1 Completed - over 1034 signed up through website 3.2 Completed 60 volunteers recruited and trained. 3.3 Satisfaction rating of 93% Completed |
| SC4 | Complete a research-based report on Diversity, Inclusion and Liberation on campus, including Union activities and to develop a Union action and lobbying plan in response to the findings. | Agree plan for research based report on Diversity, Inclusion and Liberation by January 2014. | <ol style="list-style-type: none"> 1. Agree research plan and establish project team for report by January 2014 2. Host a week of activities to promote international culture in the College by March 2014 | <ol style="list-style-type: none"> 4.1 Delayed but in progress 4.2 Completed |

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| SC5 | Review the Union's processes for recognising students' and volunteers' achievements, including a review of the Union Awards scheme. | Complete review of Union awards scheme and gain agreement for proposed changes by April 2014. | <ol style="list-style-type: none"> 1. Establish review group and agree review process by January 2014 2. Produce recommendations and receive assent from appropriate committees by March 2014 3. Provide for significant changes in 2014/15 budget by March 2014 | <p>5.1 Completed</p> <p>5.2 Recommendations in final stages of development to be agreed in May</p> <p>5.3 Completed (in budget draft)</p> |
| SC6 | Develop, publish and deliver a Campus Outreach Plan which outlines the Union's activities and objectives for providing services and representation to students who study at outlying campuses. | Agree Campus Outreach Plan together with an action plan for implementation. | <ol style="list-style-type: none"> 1. Gain agreement for Campus Outreach plan at Board of Trustees by November 2013 to include action plan 2. Deliver action plan by July 2013 3. Launch Give it a Go scheme by October 2013 4. Run campaign on service provision at non- SK campuses by March 2014 | <p>6.1 Completed</p> <p>6.2 On track</p> <p>6.3 Completed</p> <p>6.4 Campaign being devised for Term Three</p> |
| SC7 | Publish a research-based report on 'Student Journeys' highlighting the various changing demographics, trends, behaviours and needs of our members to inform our approach to representation, services and activities and deliver an action plan as a result of the findings. | Agree scope of project and establish team by January 2014. | <ol style="list-style-type: none"> 1. Publish involvement statistics report by November 2013 2. Assess extent of College involvement in project by November 2013 3. Scope research work and establish project team by January 2014 | <p>7.1 Involvement stats compiled -to be prepared for publication</p> <p>7.2 Delayed but ongoing</p> <p>7.3 Ongoing</p> |

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|------------|---|--|---|---|
| SO1 | Secure a funding agreement for the years following 2016, with a real-terms increase in the total level of funding from the College for each year of the agreement. | Demonstrate value for money and develop key relationships within the College | <ol style="list-style-type: none"> 1. Maintain regular meetings with Senior College Finance staff 2. Circulate Impact Report, Strategic Plan and Annual Report to senior College staff | <ol style="list-style-type: none"> 1.1 Ongoing and on track 1.2 On track |
| SO2 | Review our approach to customer services in all parts of the Union and implement Customer Promises in all of our student-facing services. | Develop and launch Customer Promise scheme and review by end of year | <ol style="list-style-type: none"> 1. Run Staff Development Day themed on Customer Services by September 2013 2. Develop and publish customer promises for all areas by January 2014 3. Establish monitoring system to include mystery shopping by January 2014 4. Review and implement improved offer for Associate Members by February 2014 | <ol style="list-style-type: none"> 2.1 Completed 2.2 Delayed but will be published in May 2.3 Delayed - will now take place in the Summer 2.4 Complete |
| SO3 | Demonstrate our commitment to being an excellent employer by securing and retaining Investors in People status. | Undertake initial IIP assessment and prepare for achieving status by 2015. | <ol style="list-style-type: none"> 1. Gain 'Working towards' IIP status by October 2013 2. Develop Action Plan for IIP by December 2013 3. Undertake external assessment by June 2014 | <ol style="list-style-type: none"> 3.1 Completed 3.2 Completed 3.3 On track |
| SO4 | Grow our reserves and strengthen our balance sheet by generating a surplus in each year of the plan and ensuring that our capital expenditure is outweighed by our depreciation repayments. | Deliver Operating and Capital budgets through focus on financial reporting, cost control and revenue growth. | <ol style="list-style-type: none"> 1. Develop and deliver Retail development plan by May 2014 2. Redevelop and relaunch retail section of the website by November 2013 3. Ensure all cost centres and commercial outlets achieve bottom-line budget targets by August 2014 | <ol style="list-style-type: none"> 4.1 On track - 100k of funding confirmed, contractor appointed and work scheduled for June 4.2 Completed 4.3 On track in most areas |

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|-------------|---|---|---|--|
| SO5 | Receive and retain full assurance from internal auditors. | Achieve 'substantial' rating from internal auditors. | <ol style="list-style-type: none"> 1. Develop action plan in response to audit by October 2013 2. Discuss on a monthly basis at SMT meetings 3. Review Union finance systems in conjunction with College and produce report by February 2014 4. Complete Internal Audit by May 2014 5. Achieve 'Substantial' rating by July 2014 | 5.1 Completed 5.2 Completed and ongoing 5.3 Completed - Procedures being consider in May Board Meeting 5.4 On track 5.5 On track |
| SO6 | Complete a review of our organisational structure, including consideration of incorporation or forming of a subsidiary. | Research and develop options paper for Trustee Board. | <ol style="list-style-type: none"> 1. Develop options paper for Board, containing legal advice as necessary, by July 2014 | 6.1 On Track |
| SO7 | Develop and publish our first Corporate Social Responsibility Policy. | Draft first Social Responsibility policy. | <ol style="list-style-type: none"> 1. Develop learning points and legacy document following Green Fund submission. 2. Draft Corporate Social Responsibility policy for consultation by June 2014 | 7.1 On Track 7.2 On Track |
| SO8 | Engage with the development of any new College strategy and increase the number of positive references to the Union compared to the current plan. | Develop institutional relationships and gain support for inclusion in College's plan. | <ol style="list-style-type: none"> 1. Develop 'relationship framework' document to outline key College relationships, linked to themes and key Union personnel, by January 2014 | 8.1 Delayed - will happen by end of year |
| SO9 | Develop and publish a Communications and Social Media Strategy | Develop and publish Communications and social media strategy. | <ol style="list-style-type: none"> 1. Develop first draft of Communications and Social Media strategy and consult by November 2013 2. Publish final strategy following approval by January 2014 | 9.1 Delayed 9.2 Being proposed to May Board meeting |
| SO10 | Ensure that at least 1,000 students respond to the annual Union Satisfaction survey to ensure that the strategic measures generated in this survey are sound. | Ensure that 1000 students respond to the Student Satisfaction Survey. | <ol style="list-style-type: none"> 1. Develop timing, incentive and marketing plan by November 2013 2. Produce analysis of survey data within four weeks of survey completion 3. Develop 'You Said, We did' campaign in response to survey data | 10.1 Completed 10.2 Survey closes 11 May - 921 current respondents |

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