



Name of Project:

Democracy Review

This Imperial College Union Project Implementation Plan (PIP) Template must be completed and submitted to Senior Management Team for approval before committing to a major project, defined as:

- A new initiative with a significant financial outlay (> £2000)
- A new initiative that will require significant resources (including staff time)
- A new initiative which bears significant financial or reputational risk to the organisation
- Any improvement initiative with requires cross-working from various areas of the organisation
- Any improvement initiative with requires partnership working with external stakeholders (such as the College, Local Authority, Local Charity)

Please expand any tables or sections as necessary. All text in *italics* are guidance notes.

Brief Description of Project

To review Imperial College Union's democratic systems and structure to ensure an increase in engagement and student input in the organisation at all levels.

Key Personnel

<p>Project Champion <i>Chief advisor and Strategic Lead for project – must be a Senior Manager or Trustee</i></p>	<p>Joe Cooper</p>
<p>Project Leader <i>Responsibility for driving the project</i></p>	<p>Alex Mckee</p>
<p>Technical Adviser <i>Normally an external consultant/company and / or a member of College staff as necessary</i></p>	<p>Red Brick Research</p>
<p>Project Team <i>List all Individuals who will be responsible for delivering elements of the project (other than the Project Champions and Project Leader)</i></p>	<p>Council Chair Union President Rebecca Coxhead Andrew Keenan Andy Heeps GSU Representative CU Presidents</p>

Brief Description of Project

1. **Summarise the Background of the project, how it builds on previous work and why it is important and how it links to Imperial College Union's Strategy, Vision Mission and Values**

Imperial College Union completed a review of its governance structure in 2012 and implemented a new Constitution and Bye-laws in 2013.

The Union has not reviewed its approach to and structure of its democratic systems for many years.

Although the turnout in our two main elections, autumn and spring, are sector-leading, the day-to-day engagement outside of these is comparatively low.

Students are not aware of the systems and process for affecting change within the Union and the College.

SV2 of Our Plan commits the Union to a review of its democratic structures.

2. **List the aims of the project (broad) and the objectives (specific) of the project. Objectives should be SMART (Specific, Measurable, Achievable, Realistic and Time-based)**

To investigate, explore and recommend new and exciting ways of enabling our membership to affect change and influence policy.

To review the effectiveness and make-up of Union Council including membership, frequency of meetings and how the Union communicates its purpose and outcomes.

To review how Union Council is conducted to ensure accessibility, effective debate and measurable impact on the students at Imperial.

To review the effectiveness and make-up of the Union's committees including Clubs & Societies Board, Education & Representation Board and Community & Welfare Board.

To review the timing and scope of the Union's three termly election cycles with the aim of increasing the proportion and amount of students engaging.

To review the way in which we communicate the process to affect change to our membership.

To review our approach to communicating the role of Officer Trustees including their titles, remit and role in the organisation.

To review how we engage Postgraduates with the aim of increasing their engagement across our democratic structures.

To develop informal mechanisms for policy and issue debate so that all student officers are able to make informed decisions.

3. Outline the outcomes and benefits that the project will bring to the organisation and stakeholders

Increased understanding and knowledge of the Union's democratic structures and the process of affecting change at the College and in the Union.

Increased engagement in democratic processes at all levels of the Union.

4. Define the boundaries of the project, by outlining what the project will not cover

It is not expected that this project will investigate the job descriptions of the Officer Trustees as this has been through a process of review recently.

This project does not include a review of the Constituent Union's committees and structures, although some recommendations or follow-up work may be decided upon.

Technical Details

For IT projects please outline the technical requirements. Outline who will be responsible for the installation, configuration and maintenance of each area. Use the subheadings suggested below, but amend and expand the table as necessary

Technical Area	Responsibility	Deadline for Implementation	Outcomes from Implementation
Design and Concept			
Software	Qualtrics	Implemented	Platform for gathering member feedback
Hardware			
Networking			
Training Requirements			

External Suppliers

*Outline the details of any external suppliers involved with the project (including any College departments). Outline the diligence procedure that needs to be undertaken:- this may include site visits to other users of a proposed system, client references, financial statements of the supplier etc., Outline the specific deliverables that the supplier are responsible for, and outline their commitments in terms of ongoing support during and after the project. **Repeat each section for each supplier***

Name of Supplier

Red Brick Research

Diligence Process

Previous diligence process carried out when we worked on the Union's Strategy

Deliverables

Research based report on our members' knowledge of our current democratic structures

Support Arrangements

Implementation Schedule

Outline the important steps and tasks in the project, define who has responsibility for each task and detail which steps are contingent on the completion of previous tasks. Highlight which dates lie on the critical path of the project (i.e. if the deadline is missed, the overall defined timeframe of the project cannot be met and project completion will slip). Expand the section if necessary to list all important tasks. **The Implementation Schedule is essentially a task based list, whereas the following Milestones section should concentrate more on the key main milestones to be achieved within the task list and the Milestones section should also detail the review process which needs to be undertaken to ensure the Implementation Schedule is on schedule.**

		Earliest Start Date	Latest Finish Date	Outputs	Milestone Number	Responsibility	Contingent Upon
1	Present Draft PIP to Governance Committee		19/11/14	Agreed Draft PIP		AM	
2	Form Working Group and hold first meeting	20/11/14	27/11/14	Updated PIP		AM	1
3	Agree further research required as part of the review	20/11/14	27/11/14	Expanded Implementation Schedule to include new research actions		Working Group	2
4	Update PIP with expanded Implementation Schedule	28/11/14	1/12/14	PIP for Union Council	1	AM	3
5	Consult on PIP with Union Council	2/12/14	9/12/14	Council agreement of plan		Union President	4
6	Conduct research and focus groups as required	5/1/15	23/1/15	Research findings		Working Group	5
7	Working Group meets to discuss outcomes of further research and agree first proposals and options	26/1/15	29/1/15	Draft proposals	2	Working Group, AM	6
8	Present draft proposal and options to Union Council	10/2/15	10/2/15	Council feedback on initial proposals		Union President	7
9	Working Group meets to discuss Union Council feedback	11/2/15	14/2/15	Final proposal and options	3	Working Group	8

Project Implementation Plan

10	Seek feedback on final proposals from the student body through presentations and call for feedback	25/2/15	11/3/15	Member consultation and feedback	4	AM	9
11	Discussion at Union Council of final proposals	10/3/15	10/3/15	Council feedback potential passing of paper		Union President	10
12	Discussion at Board of Trustees Away Day	31/3/15	31/3/15	Agreed new Democratic Structure	5		11

Key Milestones

Outline the key milestones in the project, define who has responsibility for each milestone and the deadline for completion, and outline which milestones are contingent on the completion of previous milestones. Highlight which milestones lie on the critical path of the project (i.e. if the deadline is missed it the overall defined timeframe of the project cannot be met and project completion will slip). Expand the section if necessary to list all important milestones. **The following Milestones section should concentrate on the key main milestones to be achieved within the Implementation Schedule tasks listed above, plus the Milestones section should also detail the review process which needs to be undertaken to ensure the Implementation Schedule is on track.**

	Milestone	Responsibility	Deadline	Critical Date	Contingent Upon
1	Draft PIP for Union Council discussion	AM	2/12/14	Yes	
2	First proposals and options for new democratic structure and processes	AM	29/1/15		1
3	Final proposals and options for new democratic structure and processes	AM	14/2/15		2
4	Launch consultation on final proposals with membership	SH	25/2/15		3
5	Implementation begins	AM	31/3/15		2, 3

Financial Information

List all the projected expenditure for the project, either within the Capital Expenditure section or Non-Capital Expenditure section as appropriate. Outline the expected month and year of the expenditure and the estimated economic life of the asset.

CAPITAL EXPENDITURE

Description of Item	Total Capital Cost	Month and Year of Purchase	Economic Life of Asset (in Years)

NON-CAPITAL EXPENDITURE

Description of Item	Total Cost	Month/Year of Expenditure
Shop Vouchers for focus group attendees	50 x £5 = £250	February
Promotional printed material for member consultation	£300	February

Financial Information – Internal

Outline all the internal resources required to complete the project, including staff time, rooms, computer networks etc. Please quantify these in cost terms where possible.

Resources	Cost
Staffing	
10 x days of Central Services Manager time	£2,000
20 x days of Working Group time	£2,500
1 x days of Marketing Support	£150
Physical Resources	
Use of meeting rooms for focus groups and meetings	£265 per four hours of MR3
Other (please specify)	

Stakeholder Information

List all the key stakeholder groups and individuals who will be interested in the project outcomes, will be affected by them, or whose support or approval is essential. Assess their importance and outline how these relationships will be managed in terms of communication, reporting and the management of expectations, and who will be responsible for this.

Stakeholder	Important (low, medium, high)	Approach	Responsibility
Academic Reps	High	Hold focus groups and keep informed of how to interact with the process	DPE, Representation & Campaigns Coordinator
Club, Society & Project Officers	High	Hold focus groups and keep informed of how to interact with the process	DPCS, DPFS, Activities Coordinator
Liberation Officers	High	Hold focus groups and keep informed of how to interact with the process	DPW, Representation & Campaigns Coordinator
Union Council	High	Regular updates, discussions and presentation to Union Council throughout the process	Central Services Manager and Union President
Constituent Unions	Medium	Hold focus groups and keep informed of how to interact with the process	Central Services Manager and Union President
Management Team	Medium	Regular updates on progress at monthly management team meetings	Central Services Manager

Project Outputs

List all the tangible deliverables (such as reports, functional systems and usage statistics) that will be generated at each stage of the project. Who will be responsible for ensuring they are produced and when will they emerge?

Output (e.g. interim progress report)	Produced by (e.g. Project Manager)	Received by (e.g. SMT or Board)	Responsibility
Initial PIP	Project Manager	Governance Committee	
Expanded PIP to include research process	Project Manager	Union Council	
Regular project updates	Project Manager	Leadership Team and Senior Management Team	
Presentation to Union Council	Union President	Union Council	
Research Findings	Marketing & Communications Manager	Working Group	Project Manager
Draft proposals and options for new democratic structures and processes	Working Group	Membership and Union Council Leadership Team and Senior Management Team	Project Manager
Final proposal	Working Group	Union Council and Board of Trustees	Project Manager

Marketing Considerations

List any Marketing support that is needed in relation to the project implementation, launch and ongoing support, with deadline dates included.

Marketing Support	Deadline	Person Responsible
Branding and message development	December 2014	Marketing & Communications Manager
Hold additional research activities and run focus groups	December 2014 and January 2015	Marketing & Communications Manager
Presentation branding	Throughout	Marketing & Communications Manager

Risk Analysis

List any factors that could present a risk to the project's success or any risks to Imperial College Union posed by the project. Assess their likelihood and severity and how you would prevent them happening or manage them effectively. Use the topic headings suggested below as a guide and add other topic headings as necessary.

Risk Heading	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Risk of final proposals not being passed by Union Council/Stakeholders	2	4	8	Presenting the process and proposals early and regularly should enable the Working Group to understand any political opposition and address accordingly
Poor engagement from membership in focus groups/consultation on final proposals	3	2	6	Research and consultation will need to take place through as many channels as possible, this may be time-consuming but is essential to understand the best possible solution

Evaluation Plan

Outline how the quality of the project outputs and the overall success of the project will be measured and monitored.

Success Criteria	Measure of Success	Responsibility	Reported to	Expected Output Date
Consensus on final proposal	Approval at Union Council and the Board of Trustees	Union President, Managing Director, Central Services Manager	Board of Trustees	March 2015

Sustainability Plan

Explain how the outputs of the project will become integrated into the organisation, how knowledge and learning will be shared and who will take responsibility for ongoing support and development.

Project Output	Sustainability Plan	Responsibility	Reporting Timeframe
Annual Democracy Review extended beyond current Elections Report and Summary	Report organisations democratic successes to Governance Committee on an annual basis including recommendation for improvement and change	Central Services Manager	September Governance Committee

Approval

The project must be approved by the signature below of ALL listed people, including the Union President if applicable, and a copy of the signed approval should be submitted the Project Champion and Project Leader, BEFORE the project commences. Regular (one page) progress reports must be submitted to Senior Management Team – regularity outlined below.

Project Leader <Insert Name>	
Senior Manager <Insert Name>	
Managing Director <Insert Name>	
Union President <Insert Name>	
Reporting Regularity to the Senior Management Team	Weekly Monthly Other _____