



**Imperial College Union Board of Trustees**

**28/6/2018**

<b>AGENDA ITEM NO.</b>	12
<b>TITLE</b>	18/19 Budget and Draft Business Plan
<b>AUTHOR</b>	Jarlath O'Hara & Ed Burke
<b>EXECUTIVE SUMMARY</b>	Finance & Risk Committee approved a break-even budget on 19/6/18. This includes the F&R paper outlining context, budget, key themes and future projections. This does not include the detailed individual budget summaries as reviewed by F&R. A Draft Business Plan 18/19 is included.
<b>PURPOSE</b>	This paper serves as background for a presentation at Board including the main budget themes and how this interacts with the Business Plan for 18/19.
<b>DECISION/ACTION REQUIRED</b>	To approve the 18/19 budget including capital expenditure. To discuss and continue to shape the Business Plan 18/19.

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## Budget 2018/19

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### 1. Current Context

	Actual (£)	Budget (£)	
2017/18 (F)	-	3,078	Lower than planned income and margins offset by staffing and other cost savings.
2016/17	109,909	(96,000)	Strong income performance and lower than planned staffing costs partially off-set by higher than planned cost of sales and non-staff costs.
2015/16	8,532	50,059	Strong income performance offset by unplanned growth in non-staff costs including recruitment costs and provision for pension deficit.

The Union is expected to meet its breakeven budget target for 2017/18, and show a 2% increase in gross profit, a 9% increase in staffing costs, and a 5% reduction in non-staffing costs on last year.

This is the second year of the Union's strategy for 2017-20, and with progress being made across all of our strategic objectives, the Union remains in a sound financial position. This is demonstrated by:

- Good cash reserves
- Being close to meeting the overall reserves target
- Being on track to meet the overall budget target for 2017/18

Despite this, a number of income challenges were experienced during the year, which need to be addressed in next year's budget. These include:

- Advertising, careers, and sponsorship sales
- Lack of growth in licenced trade drinks sales
- Catering and licenced trade margins
- Income from minibus hires
- Venue hires

## 2. 2018/19 Budget Proposal

Looking ahead to next year, the penultimate year of *Our Strategy 2017-20*, a detailed budgeting process has been undertaken. Guidance notes were issued to 18 budget holders on 8 March, inviting submission of budget proposals by 16 April. The submissions were presented by budget holders accompanied by the relevant Directorate heads during the week commencing 23 April to a budget panel comprising:

- Union President – Chippy Compton
- Deputy President (Finance & Resources) – Matt Blackett
- Managing Director – Jarlath O'Hara
- Head of Finance & Resources – Malcolm Martin
- Finance Manager – Edmond Burke

Following a comprehensive review and discussions of the budget proposals involving a number of iterations and changes, the budget panel are pleased to put forward the following budget proposal for 2018/19.

### Summary Overview

#### BUDGET 2018/19

##### Union

Union	2018/19			2017/18	
	Budget (£)	Change (£)	Change (%)	Budget	Forecast
Income	5,689,461	356,496	7%	5,446,093	5,332,965
Cost of Sales	(1,346,608)	16,877	-1%	(1,330,970)	(1,363,485)
<b>Gross Profit</b>	<b>4,342,853</b>	<b>373,373</b>	<b>9%</b>	<b>4,115,123</b>	<b>3,969,480</b>
Staff Pay Costs	(3,422,992)	(388,127)	13%	(3,073,030)	(3,034,865)
Other Direct Costs	(919,678)	14,937	-2%	(1,039,015)	(934,615)
<b>Total Expenditure</b>	<b>(4,342,670)</b>	<b>(373,190)</b>	<b>9%</b>	<b>(4,112,045)</b>	<b>(3,969,480)</b>
Overheads etc.	-	-		-	-
Contingency	-	-		-	-
<b>Net Surplus/(Deficit)</b>	<b>183</b>	<b>183</b>		<b>3,078</b>	<b>0</b>

Note: Staff Pay Costs include figures for Permanent and Temporary Staff (*appendix 1 relates to Permanent Staff figures only*).

### *Key Assumptions*

- Salary Inflation 2%
- General price inflation 2%
- National Living Wage increase April 2019 5%
- Fixed assets are replaced or renewed at the end of their useful economic lives

### *Highlights*

- Permanent Staff Costs £2,739,000, up 14% on this year projected – see appendix 1
- Capital Expenditure £367,000, up 267% on this year – see appendix 2
- New Sales & Sponsorship manager in place, underpinning the following targets:
  - Advertising sales £33,930 (up 39% on this year projected)
  - Careers sales £33,900 target (up 456% on this year projected)
  - New sponsorship sales target £11,000
- Bar SK gross margin to improve from 67.1% to 74.3%, driven by:
  - New licenced trade drinks supplier – lower cost prices and additional discounts and free stock
  - 10p selling price increase on key products
  - 1% increase in sales volumes to be achieved by a combination of increased promotion and additional capacity and improved space through investment in outdoor heating and new awnings
- Catering gross margin to improve from 58.1% to 63.5%, driven by:
  - Reduction in shrinkage through tighter processes and monitoring
  - Selling price increases on key products
  - 2% increase in sales volumes coming from the improved outdoor space
- New Catering breakfast service to be introduced on a trial basis from October, and projected to make a loss of approximately (£13,000) in the first year.
- Retail Shop Extra sales to increase by 21%, driven by the new Food to Go and coffee product ranges
- Union Shop sales to increase by 6% from August to June, driven by clothing, stationery and electronics lines, with the shop to close in July 2019 for an extensive refit
- Retail online sales to increase by 79%, driven by the availability of the new online shop platform expected by August 2018
- New Investment Strategy estimated to yield net income of £39,350, up 76% on the projection for the current year under the old strategy
- Planned reduction of the minibus fleet from 18 to 15 minibuses following utilisation review, generating significant cost savings from operating a fleet of 18
- Substantial cost savings expected from a change in approach with regard to how volunteer training certification is delivered by the Student Development team
- Additional staff resources for Systems to help deliver key remaining elements of the Union's three year strategy and improve efficiency, feel and compliance aspects of core Union systems

### 3. *New Initiatives*

#### *Retail*

- Shop Extra – Food to Go increase of 14% and introduction of coffee based on GP margin of 66% and sales of 50 cups per trading day at £1.80
- Staff – additional staffing requirement to be fulfilled by student temporary staff
- New layout for Shop Extra planned and refit for Union Shop in July 2019
- Launch of new online shop platform

#### *Beit Bars*

- £34,700 additional income with price rise of 10p per product
- Investment in new awnings and outdoor heating expected to boost capacity, customer experience, and drinks and catering sales during colder months
- Increased student events planned in conjunction with new Entertainments Coordinator

#### *Catering*

- Price rises on key products (approx. 50p per burger, 10p per side)
- Introduce new breakfast service

#### *H Bar*

- Planned increased in footfall from new entrance
- Price rises on key products

#### *Reynolds*

- Price rises on key products

#### *Minibuses*

- Reduction of fleet from 18 to 15 minibuses will return the service to a medium/long-term break-even model with minimal impact on current existing service levels anticipated

#### *Student Development*

- Cost saving £4,000 – elimination of ILM learner fees

#### *Other*

- An initiative under Liberation is anticipated in the future but will come outside of this budget proposal

## 4. Risks & Opportunities

This budget has been put together through an established, structured and inclusive process and subjected to detailed scrutiny and strategic oversight by the budget panel. Despite this, like all budgets and forecasts, it remains to one extent or another subject to common budgeting risks including unforeseen environmental impacts and internal changes, and other inaccurate or outdated assumptions.

In addition, the following specific risks can be highlighted:

- Career sales and sponsorship targets (£44,900) – these sales are being generated from a cold position
- Catering breakfast service – the initial loss estimate of £13,000 is really a “guesstimate”: this is a completely new service for the Union, and expected uptake and demand remains largely unknown.
- Salary inflation is assumed to be 2% next year. It is estimated that an additional 1% would add approximately £25,000 to salary costs
- Administration – there is growing demand for administration services and our understanding of future demands for both centrally delivered services (Administration team) and administration duties performed by temporary student staff is still developing

A number of possible opportunities can also be highlighted:

- With a new Sales and Sponsorship manager in place, Marketing sales is expected to be a growth area next year and into the future
- With a new Entertainments Coordinator in place, Function sales is also expected to be a growth area next year and into the future, particularly as the Commercial Strategy develops
- As we develop a better understanding of our utilisation model and CSP needs, further opportunities to rescale and upsell our Minibus service may present themselves in the medium term

## 5. Cash Projections

The Union will implement its new investment strategy from 1 August 2018, if not sooner. The strategy is comprised of a £1.5m portfolio invested with Rathbones at a reduced fee and £0.5m in short-term cash held either with Rathbones or another asset manager or bank.

The remaining fluctuating cash balances of the Union will be held in the Union’s existing bank accounts and pooled with College’s cash per the existing arrangements, and will require a new and heightened level of cash planning and management. The Union will retain its overdraft facility with College, providing an added level of flexibility if required.

## Cash Projection 2018/19

£'000	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
Closing Cash	588	626	1,052	1,175	1,179	1,133	1,126	1,106	1,336	1,323	1,319	706
<i>Rathbones Portfolio</i>	<i>1,500</i>	<i>1,500</i>	<i>1,500</i>	<i>1,502</i>	<i>1,502</i>	<i>1,502</i>	<i>1,505</i>	<i>1,505</i>	<i>1,505</i>	<i>1,507</i>	<i>1,507</i>	<i>1,507</i>
<i>Short-term Cash</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>	<i>500</i>
Average Pooled Cash	45	107	339	614	677	656	630	616	721	829	821	512

## 6. Recommendations

This budget sees the culmination of a number of strategic initiatives, including the building out of our frontline service provision – making our services available to and more easily accessible by a greater number of our students; providing them with a greater level of support, advice, and opportunities to develop and simply enjoy themselves; and improving the way in which we deliver these services. By ongoing careful management of our costs and adoption of a value for money approach, and continuing to encourage an innovative yet realistic approach to generating and building our income streams, the Union can and will deliver on its strategy within the resources available to us.

- The Budget panel **recommend** this break-even budget for 2018/19 to the Finance and Risk Committee for approval.
- The budget panel **recommend** the total capital expenditure plan of £367,067 to the Finance and Risk Committee for approval.

## 7. Appendices

### Appendix 1 – Permanent Staff Costs

Budget Area	Avg staff count	Budget 18/19	Forecast 17/18	% Change (F)	Budget 17/18	% Change (B)
Leadership	6.00	492,762	443,188	11%	449,085	10%
Retail	9.00	299,324	277,121	8%	283,347	6%
Sabbaticals	5.83	236,563	229,919	3%	232,176	2%
Bar SK	7.00	223,548	196,012	14%	192,459	16%
Systems	4.00	213,943	168,459	27%	198,649	8%
Finance	4.00	179,156	161,825	11%	183,694	-2%
Marketing	4.00	160,501	108,980	47%	150,383	7%
Catering	5.00	159,801	134,311	19%	150,027	7%
Student Activities	4.00	149,008	133,903	11%	134,222	11%
Student Development	4.00	144,560	132,505	9%	133,244	8%
Administration	4.00	119,885	94,994	26%	103,114	16%
Beit Venues	3.00	112,984	86,024	31%	93,919	20%
Education & Welfare	3.00	112,566	106,156	6%	107,606	5%
Advice Centre	2.00	75,266	71,901	5%	71,800	5%
Bar H	1.00	44,814	43,236	4%	42,783	5%
Governance	0.75	13,930	12,612	10%	-	-
<b>TOTAL</b>	<b>66.58</b>	<b>2,738,611</b>	<b>2,401,146</b>	<b>14%</b>	<b>2,526,508</b>	<b>8%</b>

Note: Figures include permanent and contract staff. Non-whole staff count figures indicate a part of a year, not a part of a headcount.

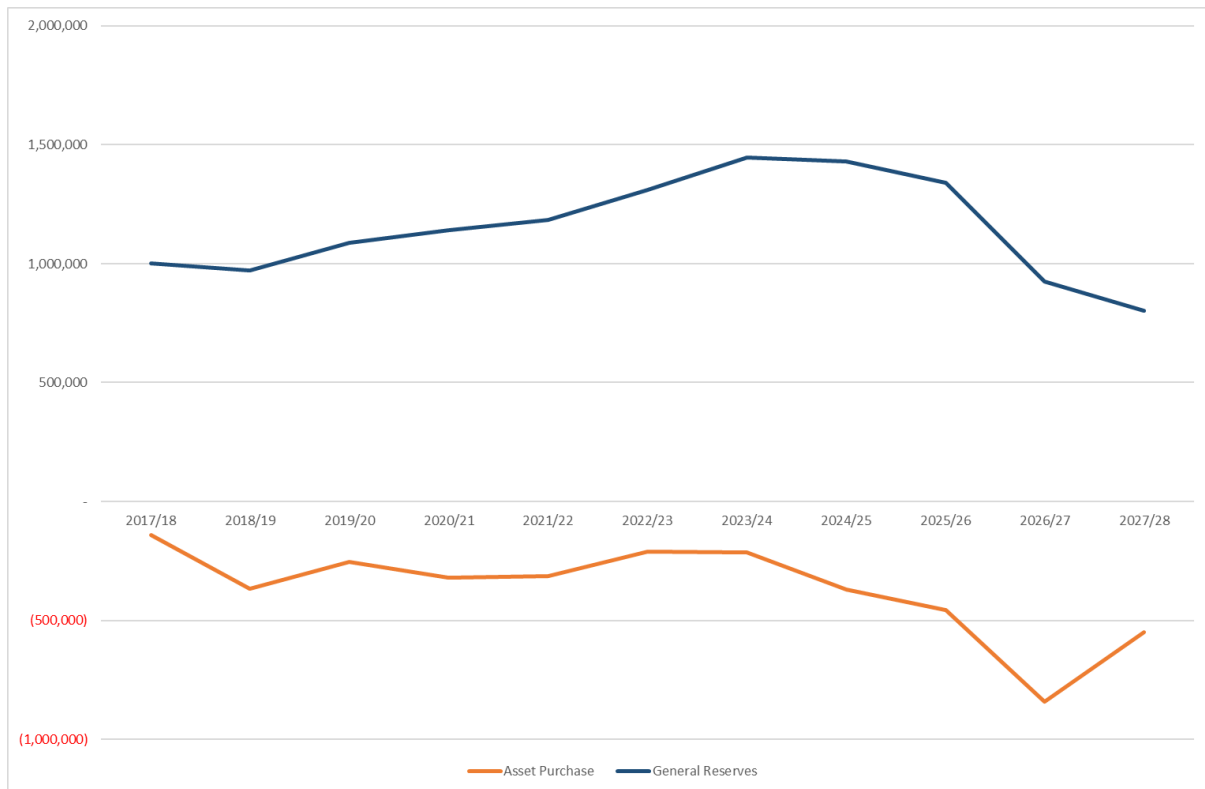


## Appendix 2 – Proposed Capital Expenditure Schedule

Budget Area	Asset Name	Purchase Date	Life (Years)	Compliance	Replacement	Development	Total Capital Spend	Deprn Cost 2018/19
<b>Bar CX</b>	CCTV	01/10/2018	7	9,000			9,000	1,071
	Ice Machine	01/10/2018	3			1,400	1,400	389
	Glasswasher	25/03/2018	3			1,323	1,323	597
	Kitchen power upgrade	01/10/2018	5			2,500	2,500	416
	Furniture	01/10/2018	3			2,000	2,000	555
	Lighting replacement	01/10/2018	4			3,000	3,000	625
	Dishwasher for kitchen	01/10/2018	4			2,850	2,850	593
<b>Bar CX Total</b>				<b>9,000</b>	<b>0</b>	<b>13,073</b>	<b>22,073</b>	<b>4,246</b>
<b>Bar H</b>	Portable Sound Sytem	01/10/2018	3			2,763	2,763	767
	Acoustic Treatment for Bar	01/07/2019	5			2,500	2,500	42
	Tables and Chairs	01/07/2019	5		4,685		4,685	80
<b>Bar H Total</b>				<b>0</b>	<b>4,685</b>	<b>5,263</b>	<b>9,948</b>	<b>889</b>
<b>Bar SK</b>	Glasswasher - FiveSixEight (2017/18)	01/05/2018	3		2,700		2,700	1,127
	Awnings - outside	01/10/2018	5		30,000		30,000	4,997
	Bottle Fridges - all bars	01/10/2018	3		6,650		6,650	1,846
	Outdoor heating - outside	01/10/2018	5			3,600	3,600	600
	Booth seating - FiveSixEight	01/09/2018	3			6,900	6,900	2,105
	Bar refit - Union Bar	01/09/2018	5			3,000	3,000	549
	Radios - FiveSixEight	01/09/2018	3	1,290			1,290	393
	Bar floor - FiveSixEight	01/09/2018	5			3,125	3,125	572
<b>Bar SK Total</b>				<b>1,290</b>	<b>39,350</b>	<b>16,625</b>	<b>57,265</b>	<b>12,189</b>
<b>Beit Venues</b>	White table project	01/02/2019	5			9,000	9,000	893
	Meeting room chairs	01/02/2019	5			1,060	1,060	105
	BBC Proms Cable Run	01/08/2018	5			1,000	1,000	200
	Concert Hall Chairs	01/08/2018	5	13,000			13,000	2,600
<b>Beit Venues Total</b>				<b>13,000</b>	<b>0</b>	<b>11,060</b>	<b>24,060</b>	<b>3,798</b>
<b>Catering</b>	Coffee Machine	01/08/2018	3		3,495		3,495	1,165
	Kitchen table 568	01/08/2018	3			500	500	167
	Salad fridge	01/08/2018	5			5,500	5,500	1,100
	Kitchen table Dinning Room Kitchen	01/02/2019	3			420	420	69
	microwave	01/10/2018	3			550	550	153
	Catering Equipment	01/10/2018	5			10,107	10,107	1,684
<b>Catering Total</b>				<b>0</b>	<b>3,495</b>	<b>17,077</b>	<b>20,572</b>	<b>4,337</b>
<b>Ents</b>	DJ Digital Mixer (Replacement)	01/10/2018	3		5,000		5,000	1,388
	Metric/568 Audio Switcher Upgrade	01/10/2018	5			6,000	6,000	999
	Foyer Lighting Instalation	01/10/2018	5			2,000	2,000	333
<b>Ents Total</b>				<b>0</b>	<b>5,000</b>	<b>8,000</b>	<b>13,000</b>	<b>2,721</b>
<b>Leadership</b>								0
<b>Leadership Total</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Minibuses</b>	Minibus	01/10/2018	5		25,460		25,460	4,241
	Minibus	01/10/2018	5		25,460		25,460	4,241
	Minibus	01/10/2018	5		25,460		25,460	4,241
	Minibus	01/07/2019	5		25,610		25,610	435
	Minibus	01/07/2019	5		25,610		25,610	435
	Satellite phone	01/08/2018	5			900	900	180
	Duplicate keys for all minibuses	01/08/2018	5			3,298	3,298	660
<b>Minibuses Total</b>				<b>0</b>	<b>127,600</b>	<b>4,198</b>	<b>131,798</b>	<b>14,433</b>
<b>Retail</b>	Annual Stock Count	01/08/2018	1			2,000	2,000	2,000
	New Computer for Supervisor's office	01/09/2018	3			718	718	219
	Shop Refit Fixtures & Fittings	31/07/2019	5			40,000	40,000	0
	Slat Wall for Technology products & installa	01/10/2018	3			600	600	167
	3x New Drinks/Food fridge	01/10/2018	4			10,000	10,000	2,082
	New Units for Newsagent	01/10/2018	3		3,000		3,000	833
	Ice cream freezer	01/08/2018	3			1,499	1,499	500
	New Mannequins - Union Shop	01/10/2018	3		1,800		1,800	500
	Label Printer	01/08/2018	3			972	972	324
<b>Retail Total</b>				<b>0</b>	<b>4,800</b>	<b>55,789</b>	<b>60,589</b>	<b>6,624</b>
<b>Stu Acts</b>								0
<b>Stu Acts Total</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Systems</b>	Orbis Tech EPOS System	01/09/2018	5			3,220	3,220	589
<b>Systems Total</b>				<b>0</b>	<b>0</b>	<b>3,220</b>	<b>3,220</b>	<b>589</b>
<b>Administration</b>	HP Laptops	01/08/2018	3			738	738	246
	HP Laptops	01/09/2018	3			1,760	1,760	537
	HP Laptops	01/10/2018	3			2,219	2,219	616
	Meeting Room AV	01/05/2019	5			788	788	40
	Reception TV Screen	01/05/2019	5		1,116		1,116	56
	Office Furniture	01/09/2018	5			1,100	1,100	201
	Office Equipment	01/09/2018	5			553	553	101
	Reception Furniture	01/09/2018	5		3,120		3,120	571
<b>Administration Total</b>				<b>0</b>	<b>4,236</b>	<b>7,158</b>	<b>11,394</b>	<b>2,368</b>
<b>Finance</b>	SAP Fixed Assets module	01/08/2018	5			1,500	1,500	300
	SAP upgrade	01/02/2019	3		2,000		2,000	331
	Reporting Capability Upgrade	01/02/2019	5			5,000	5,000	496
<b>Finance Total</b>				<b>0</b>	<b>2,000</b>	<b>6,500</b>	<b>8,500</b>	<b>1,126</b>
<b>Marketing</b>	Laptop computer for remote design and sto	01/10/2018	3			2,024	2,024	562
	Computer replacements	01/10/2018	3		2,624		2,624	728
<b>Marketing Total</b>				<b>0</b>	<b>2,624</b>	<b>2,024</b>	<b>4,648</b>	<b>1,290</b>
<b>Grand Total</b>				<b>23,290</b>	<b>193,790</b>	<b>149,987</b>	<b>367,067</b>	<b>54,611</b>
				<b>6%</b>	<b>53%</b>	<b>41%</b>		

Appendix 3 – General Reserves Forecast

GENERAL RESERVE FORECAST					
Year	Opening Balance	Asset Purchase	Surplus	Other Movement	Closing Balance
2017/18	840,864	(142,259)	0	301,646	<b>1,000,251</b>
2018/19	1,000,251	(367,067)	0	337,299	<b>970,483</b>
2019/20	970,483	(252,825)	50,000	318,830	<b>1,086,488</b>
2020/21	1,086,488	(320,608)	50,000	325,532	<b>1,141,412</b>
2021/22	1,141,412	(314,160)	50,000	305,884	<b>1,183,136</b>
2022/23	1,183,136	(212,092)	50,000	291,067	<b>1,312,111</b>
2023/24	1,312,111	(212,683)	50,000	298,556	<b>1,447,984</b>
2024/25	1,447,984	(370,627)	50,000	302,530	<b>1,429,887</b>
2025/26	1,429,887	(457,075)	50,000	316,926	<b>1,339,738</b>
2026/27	1,339,738	(841,050)	50,000	378,100	<b>926,788</b>
2027/28	926,788	(549,532)	50,000	375,250	<b>802,505</b>



### Draft Business Plan 2018/19

Strategic theme	Business plan objective	Outcomes/outputs	Measures
<p><b>For You</b>  <i>To increase our reach to all students and ensure that we are making a difference to their lives no matter their location or level of study.</i></p>	<ul style="list-style-type: none"> <li>- Support Constituent Unions to strategic success</li> <li>- <b>Complete discrete project to improve engagement of traditionally lower-participating groups (PGs, international, other communities)*</b></li> </ul>	<ul style="list-style-type: none"> <li>- Constituent Union strategic successes</li> <li>- <b>Subject to future agreement of Increased project resource in this area*</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Engagement</b> basket including democracy, activities and commercial</li> <li>- Volunteer role <b>participation</b></li> <li>- <b>CU satisfaction</b> and <b>engagement</b> in their events / elections</li> </ul>
	<ul style="list-style-type: none"> <li>- “To create great memories: any time, any space”</li> <li>- To deliver a mix of commercial products, services and events that gives value and a great experience to our members</li> </ul>	<ul style="list-style-type: none"> <li>- Changing product mix</li> <li>- Inclusive and varied events programmes across all outlets and sites</li> <li>- Customer charters</li> <li>- Mystery shoppers</li> <li>- Lifelong engagement theme</li> </ul>	<ul style="list-style-type: none"> <li>- Average transaction value/total turnover</li> <li>- <b>Engagement</b> with and feedback from diverse cross-section of membership</li> <li>- No. of customer complaints received as % of total customers/no. of refunds as % of total transactions</li> <li>- Mystery shopper scores</li> <li>- Life membership sales</li> </ul>
	<p>Focus communications tactics on building a <b>reputation</b> and track record of democratic <b>engagement</b> and active, <b>satisfactory participation</b></p>	<ul style="list-style-type: none"> <li>- <b>Strategic marketing plan</b></li> <li>- Improved social media content</li> <li>- Impact &amp; achievement dialogue with members</li> </ul>	<ul style="list-style-type: none"> <li>- Increased customer <b>satisfaction</b></li> <li>- Metrics for <b>engagement</b> with social media and other channels</li> </ul>

<p><b>For Your Support</b> To improve our capacity to support students through the academic, emotional and social challenges of studying in the high-performing, pressurised and fast-paced environment of Imperial.</p>	<p>ICU to establish role as lead actor in wellbeing ecosystem</p>	<ul style="list-style-type: none"> <li>- Publication of College Student Support Strategy with significant ICU input</li> </ul>	<ul style="list-style-type: none"> <li>- Membership <b>perceptions</b> of our role and <b>influence</b> on College</li> <li>- Be Active <b>strategy</b> success metrics</li> </ul>
	<p>Implement and evaluate success of reviewed Rep Networks and LCO support</p>	<ul style="list-style-type: none"> <li>- Proposal for permanent solution to PG representation model</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Engagement</b> with RNs, # of successes</li> <li>- College staff <b>perception</b> of ICU role</li> </ul>
<p><b>For Your Development</b> To enhance the enjoyment and talents of our members in order to form well-rounded people who are confident in articulating their skills to employers.</p>	<p>Develop and implement one single high-quality training vision and a five-star volunteering experience</p>	<ul style="list-style-type: none"> <li>- Retain accreditation</li> <li>- Refreshed volunteer charter, policy, commitments</li> </ul>	<ul style="list-style-type: none"> <li>- Retain accreditation</li> <li>- Volunteer <b>satisfaction</b> and <b>perceptions</b></li> </ul>
	<p>Increase reach of development initiatives (Plus, Award, ACT Now, Community Connections)</p>	<ul style="list-style-type: none"> <li>- Development and volunteering strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Increased and widespread <b>engagement</b></li> <li>- Increased successful completion</li> </ul>
<p><b>For Your Voice</b> To empower students to be proactive, responsible citizens who have the capacity to change the world.</p>	<p>Ensure that our democracy and campaigning is focused on issues relevant to students</p>	<ul style="list-style-type: none"> <li>- Online petitions/democratic <b>engagement</b> method</li> </ul>	<ul style="list-style-type: none"> <li>- # of issues addressed</li> <li>- Diversity of issues addressed</li> </ul>
	<p>Consolidate College relationship themes with focus on our <b>'influencing College'</b> projects – SACAs, WBRN, ARN, LCOs, Responses etc</p>	<ul style="list-style-type: none"> <li>- Clear narrative of role of ICU and partnership with ICL</li> <li>- Long-term vision for College <b>relationship</b></li> </ul>	<ul style="list-style-type: none"> <li>- College staff <b>perception</b> of ICU role</li> <li>- Block grant long-term growth</li> </ul>

<p><b>Your Union</b>  <i>To ensure that we are a well-run, sustainable and functional organisation, positioning people and resources to best serve our members now and in the future.</i></p>	<p>Embed a lean culture that recognises how <b>efficiency</b> and standard <b>procedures</b> increase customer and staff satisfaction</p>	<ul style="list-style-type: none"> <li>- Food safety culture</li> <li>- Standard operational <b>procedures</b></li> <li>- Workshops and resources</li> <li>- Value for money analyses</li> </ul>	<ul style="list-style-type: none"> <li>- Hygiene rating</li> <li>- Measurable, like-for-like <b>efficiency</b> savings? (e.g. cost savings, time, etc)</li> <li>- Staff <b>satisfaction</b></li> </ul>
	<p>Build upon ability to analyse and capitalise on the data we hold on our membership</p>	<ul style="list-style-type: none"> <li>- Improved <b>analytical</b> model</li> <li>- Use across 2+ teams</li> <li>- CRM plan</li> </ul>	<ul style="list-style-type: none"> <li>- % of total student population/demographic <b>analysed</b></li> <li>- # of changes made</li> </ul>
	<p>IIP &amp; staff satisfaction</p>	<ul style="list-style-type: none"> <li>- IIP Gold</li> </ul>	<ul style="list-style-type: none"> <li>- Staff <b>satisfaction</b> measures</li> <li>- IIP Gold</li> <li>- Balanced Scorecard</li> </ul>
	<p>Complete long-term <b>modelling</b> and <b>planning</b></p>	<ul style="list-style-type: none"> <li>- Spaces <b>strategy</b></li> <li>- Minibus, sponsorship and investment income objectives</li> <li>- Commercial <b>strategy</b></li> <li>- CRM strategy</li> </ul>	<ul style="list-style-type: none"> <li>- Increased customer <b>satisfaction</b></li> <li>- Financial return on investment</li> </ul>

**KEY THEMES**

- Reputation, satisfaction, perception
- Efficiency, process, procedure
- Analysis, planning, modelling, strategy
- Engagement, influence, participation, relationship