



COMMERCIAL STRATEGY



2018/19 – 2022/23

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Contents

1	Executive Summary	4
2	The Set-Up	5
3	Background and First Impressions	6
3.1	Staff:	6
3.2	Customer Care	6
3.3	Systems	6
3.3.1	EPOS	6
3.3.2	Kinetics	6
3.3.3	Beit Venues Access Database.....	6
3.3.4	eActivities.....	6
3.4	Processes and Procedures	7
3.5	Space Usage	7
3.6	Building Maintenance	7
3.7	Relationships with College/Clubs & Societies.....	7
3.8	H-Bar	7
3.9	Reynolds Bar	7
3.10	Bar SK (comprising 568 Bar, Union Bar and Metric)	8
3.11	Catering.....	8
3.12	Beit Venues	8
3.13	Retail (comprising Union Shop, Shop Extra and the online shop)	9
3.14	Budgets and Management Accounts.....	9
4	Strategic Plan Foundations	11
4.1	Building Blocks	11
4.1.1	Planning.....	11
4.1.2	Process Improvement & Efficiency	11
4.1.3	Managing Quality.....	11
4.1.4	Ensuring a Good Reputation with Customers.....	11
5	Short, Medium and Long-Term Plans	12
5.1	568 Bar and Union Bar	12
5.2	Metric.....	13
5.3	H-Bar	14
5.4	Reynolds.....	15
5.5	Beit Venues	16
5.6	Retail	18
5.7	Summer Ball.....	20

5.8	Other Projects	20
6	Progress - January 2018 to date	21
6.1	Commercial Services Vision Statement	21
6.2	Business Support Training Workshops.....	21
6.3	Standard Operational Procedures	21
6.4	Catering.....	21
6.5	Bar Restructure and Regrading.....	21
6.6	Shop Extra	21
6.7	Breakfast Site Visit	22
7	Operational Plans	23
7.1	Operational Plan 2018/19.....	24
7.2	Operational Plan 2019/20.....	25
7.3	Operational Plan 2020/21.....	26
7.4	Operational Plan 2021/22.....	27
7.5	Operational Plan 2022/23.....	28
8	Key Risks	29
8.1	Building Maintenance Programme	29
8.2	Marketing Strategy	29
8.3	Space.....	29
8.4	Venue Booking System	29
9	Financials 2018-2023	30
9.1	Layout of the Budgets	30
9.2	Notes Regarding the Budgets	31
9.2.1	Flexed Budgets.....	31
9.2.2	Reynolds.....	31
9.2.3	Net Contribution	31
9.3	568 & Union	32
9.4	Metric.....	33
9.5	Reynolds.....	34
9.6	H-Bar	35
9.7	UDH.....	36
9.8	Beit Venues	37
9.9	Shop & Online	38
9.10	Shop Extra	39
9.11	Total Net Contribution by Outlet.....	40
10	Appendix	41

10.1	Appendix 1 – Commercial Services Organisational Chart pre-August 2018	42
10.2	Appendix 2 – Bars Organisational Structure pre and post August 2018	43
10.3	Appendix 3 – Internal Space Booking Procedure.....	44
10.4	Appendix 4 – H-Bar Draft Heads of Terms 02.07.2013	59
10.5	Appendix 5 – Standard Operational Procedures	65
10.6	Appendix 6 – Shop Extra Consultation Report.....	91

1 Executive Summary

This five year Commercial Strategy has been written from observations made and work carried out during a six month period from January – July 2018.

The key themes that run throughout this document are:

- The need to have fit and proper systems in place for staff to execute their duties
- The need to adopt lean working practices
- The need for the entire Union to improve its long term planning
- The need to define and improve relationships with key stakeholders

Growth is expected across the Commercial Services during the five year period; the key sales drivers being identified as:

- Food (including coffee) – across the board in bars, functions and retail
- Student entertainments programmes
- Events, functions and external hires/CSP (Clubs & Societies) usage
- Summer conferences
- Quality and Value For Money (VFM)

The net contribution across the period is expected to increase, although taking a dip in the medium term due to the timing of essential building maintenance works:

2018/19	2019/20	2020/21	2021/22	2022/23
710,268	562,560	682,942	744,295	801,260

The financials contained within this document have been modelled taking 2018/19 as the base year and will be subject to change dependant on actual figures once they become known. Although the figures will undoubtedly change, the budgets should be read as a statement of intent with regards to the direction that the Commercial Services is expected to head in.

2 The Set-Up

Imperial College Union Commercial Services comprises 4 bars, a nightclub, 2 retail outlets, an online shop and has shared use of 5 meeting rooms, a Concert Hall, Union Dining Hall and 2 Activity Spaces.

<i>Name of Outlet/Area</i>	<i>Outlet type</i>	<i>Campus</i>	<i>Location</i>
568	Bar	South Kensington	Beit Buildings
Union Bar	Bar	South Kensington	Beit Buildings
Metric	Nightclub	South Kensington	Beit Buildings
H-Bar	Bar	South Kensington	Sherfield Building
SU Shop	Retail	South Kensington	Sherfield Walkway
Shop Extra	Retail	South Kensington	Sherfield Walkway
Online Shop	Retail	n/a	n/a
Reynolds	Bar	Charing Cross	Reynolds Building
Meeting Rooms 1- 5	Meeting Room	South Kensington	Beit Buildings
Concert Hall	Multi use space	South Kensington	Beit Buildings
Union Dining Hall	Multi use space	South Kensington	Beit Buildings
Activity Spaces 1-2	Multi use space	South Kensington	Beit Buildings

3 Background and First Impressions

3.1 Staff:

The Commercial Services department is the largest of the directorates, comprising 27 permanent staff members. The department has a very committed, enthusiastic and hard-working staff team who believe in the Values of the Union and have a strong desire to succeed. The team are largely skilled, although lacking in some key areas. There is inconsistency between the retail team and bars team in terms of the grading of some roles plus the bar structure needs further work to make best use of the team. Currently the Bars & Catering manager has eight direct reports, the burden of which could be better shared amongst his team. Commercial Services organisational charts can be found in Appendices 1 and 2.

Barriers to success include having too many projects on the go at once and a failure to plan work far enough in advance. This has led to a culture of firefighting and reactionary working practices, a lack of efficiency, producing rushed or last minute work, and having to stay later to get work completed. This, in turn, has led to some staff accruing a sizeable amount of TOIL - a vicious cycle that is hard to break out of and leaves staff forever playing catch-up. Together these factors impact staff wellbeing and morale, the customer experience and the financial position of the organisation.

3.2 Customer Care

Customer charters are in place across most commercial areas but not all. Those that are in place vary considerably in length and style. Standardised charters covering set criteria are needed across all areas. Customer feedback mechanisms are not in place consistently across the service.

3.3 Systems

3.3.1 EPOS

The Commercial Services has its own networked EPOS system in place provided by Orbis, except H-Bar which uses the College till system. The current EPOS system has been in place since February 2017 and has had various problems since installation. These problems have impacted the functionality of the system and have caused frustration amongst the Systems and Commercial Services teams. The full benefits of EPOS are yet to be realised. The Head of Commercial Services was initially leading on the relationship between Orbis and ICU in order to address the issues, but in April 2018 the Head of Finance & Resources took over as the lead, since the Systems team falls within that directorate.

3.3.2 Kinetics

Beit Venues uses Kinetics (Kx) as a room booking system. The Student Activities and Administration teams also have access to Kx and are also able to book rooms. The Kx licence is held by the College and the Union has restricted usage of the system (authorised to make adhoc room bookings only) which impacts operations.

3.3.3 Beit Venues Access Database

Beit Venues uses an Access database, which was created in-house, for the purposes of creating functions sheets as the client package cannot be built on Kx due to the limited functionality.

3.3.4 eActivities

The Commercial Services budget holders use eActivities to process income, expenditure and transfers between outlets. Purchase orders, invoices and credit card requests are also raised and authorised using this system.

3.4 Processes and Procedures

Outlet Operations Manuals are in place across most outlets, in varying degrees of completion. Processes are not standardised across the service leading to inefficiencies and a lack of consistency. All areas would benefit from an analysis of processes to identify efficiency savings.

3.5 Space Usage

Space is a shared resource in scarce supply, booked out by several teams. To ensure efficient working practices and avoid conflict between teams, room bookings are decided via the Union Space Booking Procedure 2018. Currently spaces are used for all kinds of activities in all rooms (e.g. sports activities being carried out in the Union Dining Hall or meeting rooms as opposed to the Gym). The Union Space Booking Procedure is included in Appendix 3.

3.6 Building Maintenance

The commercial areas and shared spaces are in varying degrees of decoration and upkeep. In addition to this, there are some long term maintenance issues that have yet to be resolved e.g. a leak in the cellar roof in 568 that hasn't been resolved in over 4 years which has caused a lot of frustration amongst the team who work in the cellar plus there are ongoing issues in the Union Concert Hall. There is no building maintenance programme in place.

3.7 Relationships with College/Clubs & Societies

H-bar operates in an area run by the College Catering department. The current arrangement is ill-defined and in need of revision.

The Commercial Services and wider Union regularly use the services of clubs and societies, such as Dram Soc and Cinema Soc, on an on-going basis and there are various concerns surrounding H&S and other issues. These relationships are ill-defined and in need of revision.

3.8 H-Bar

H-bar is a post-graduate basement bar and operates in a College run space under a profit share arrangement. College Catering (also known as Campus Services) run the catering aspect and the Union Commercial Services run the bar aspect. The bar currently operates Monday to Friday for sole SU use with scope to open on weekends but with different conditions imposed by College Catering (i.e. the SU is charged £200 hire fee per weekend event, plus further costs such as cleaning). The relationship with College is ill defined and in need of revision. A draft Heads of Terms document supplied at the time of the set-up of the original agreement states a length of term of the arrangement as 36 months. The original agreement was finalised in June 2014 but a signed copy of the lease agreement is not available and therefore it is not known whether the 36 month term was agreed in the final document. The future of H-Bar will largely depend on the future relationship with College. The draft Heads of Terms document is included in Appendix 4.

3.9 Reynolds Bar

Reynolds is located next to Charing Cross Hospital and is largely frequented by medical students. The bar is part of a larger room, which encompasses a café area operated by College Catering during the day. From 5pm, when the café is closed, this area can be used by the SU. The bar has made considerable losses over the past few years, mitigated slightly by the departure of a permanent manager and the decision to run the bar using student supervisors. There is a limited food offering which is supplied from a kitchen shared with College Catering. The current entertainments programme is largely organised and delivered by ICSMSU Ents Committee with limited communication with the Commercial Services events team. This has led to uncertainty over what is

happening and when and a disconnect between the budget holder (Commercial Services) and the planning and delivery of entertainments (ICSMSU) which is the main driver of sales. The bar needs to be marketed in a much more targeted and positive way. Reynolds closes during the summer months due to a lack of trade. Overall, there is potential for growth at Reynolds.

3.10 Bar SK (comprising 568 Bar, Union Bar and Metric)

568, Union Bar and Metric all benefit from their location in Beit Quadrangle with 568 being one of the flagship commercial areas.

568 Bar is a large open plan bar comprising a bar and kitchen operation and a large outside seating area. The bar is hugely popular with students, both in terms of drink and food sales. The venue hosts regular student event nights, shows all major sporting events and is the main student socialising hub at the SK campus. It is anticipated that growth in 568 will be driven by food sales, given current trends away from drinking alcohol and a move towards healthier living.

Union Bar is adjacent to 568 and is used by Clubs & Societies (CSPs), students, post grads and alumni. The bar is traditional in style and, due to its small size, has a cosy feel. The bar can be hired out for private hires or used as overflow seating for 568. There is an issue with CSPs storing their equipment in the Union Bar over summer whilst BBC Proms is on, which means that the space cannot be hired out or utilised at all. This negatively affects the Commercial Services' ability to generate income from this space or use it as overflow seating. A more permanent storage solution for CSP's equipment needs to be found so that Commercial Services' activities are not impeded. There is some potential for growth in the Union Bar.

Metric is the Union's nightclub, situated next to 568. The club is largely open plan, with a stage area at the far end, plus a TV screen which can be used for club visuals or presentations. There are regular club nights on Wednesdays and Fridays plus student events / external hires on some other nights. The space is largely unused during the day. There is potential for growth at Metric by maximising the use of the space.

3.11 Catering

The catering operation at SK comprises two kitchens – one in 568, which supplies food directly to the bar, and one on the first floor adjacent to the Union Dining Hall which is used for functions catering. The current Food Hygiene rating is 3 out of 5 - 'generally satisfactory'. Further work is needed to improve upon this such as the development of a food safety culture, a drive by management to fully embrace HACCP and a commitment to staff training. Processes and procedures need to be tightened up considerably in this area. Food has been identified as a key driver for 568 and future functions and events organised by Beit Venues. The success in catering will depend upon the kitchen management's ability to:

- Demonstrate and embed best practice and adhere to all food safety regulations
- Deliver VFM without compromising on quality or freshness
- Control wastage
- Keep up to date with market trends and adapt accordingly

There is considerable scope for growth within catering.

3.12 Beit Venues

The Beit Venues team is responsible for booking, organising and delivering events, hires and entertainments including high profile events such as the Summer Ball. The team deals with both internal (i.e. students, Imperial College staff) and external (i.e. not connected with Imperial College

or the Union) clients. The activity of the Beit Venues team is curbed by the availability of space (given that it is shared by other stakeholders) plus the decoration and upkeep of the building is not of a sufficient standard to attract external clients who have an expectation of quality. Currently, the Beit Venues team hire the spaces to those clients that do not have a high expectation of quality e.g. local primary schools for use by the children. There is currently no process in place by which limitations are put on what activities can be carried out where. This is not an issue at present, but consideration should be given to future room usage following the building maintenance programme e.g. the Union Dining Hall should be refurbished as a Dining Hall and used as such in the future, not for sports activities such as indoor tennis which happens at present.

The systems the BV team use (Kx, the BV Access database and eActivities) are not interfaced. This impacts the efficiency of the team since three systems are used when one booking system could be and there is a heavy dependency on manual processing. The lack of a proper one stop shop booking system also limits the amount of customer data for analysis (e.g. customer enquiries vs sales conversions).

Beit Venues has considerable potential for growth. This is dependent on availability of space (i.e. aside from other stakeholders), space usage (i.e. type of activity the space is used for), the building maintenance programme, marketing and building relationships.

3.13 Retail (comprising Union Shop, Shop Extra and the online shop)

The Union Shop and Shop Extra benefit from their prime location on either side of the Sheffield Walkway, as there is considerable footfall in this area. Retail is the other flagship commercial area aside from the outlets making up Bar SK.

The Union Shop sells a wide selection of goods mainly specialising in clothing, stationery, and gifts. The space in the shop is largely well used and the items are attractively displayed, but there is some scope to make changes and improve further. The shop is rather tired and would benefit from a refurbishment but in the short term better marketing is needed. There is potential for growth in the Union Shop.

Shop Extra is located across the walkway from the Union Shop. The product range includes drinks, snacks and confectionery, cards and gift wrap, convenience items and newspapers. The shop is small and the fixtures and fittings negatively impact the customer flow, creating bottlenecks. The current product range needs streamlining. The shop would benefit from the introduction of grab 'n' go food and hot drinks machines, given its prime location next to College Catering services and other food outlets and high demand for food in this area during lunch time. There is considerable potential for growth in Shop Extra.

Both the Union Shop and Shop Extra would benefit from an analysis of current processes and procedures to identify efficiency savings and ensure robust controls are in place with regard to stock and cash control.

The online shop is currently performing steadily, despite it being basic and functional. The online shop has been identified as an area for growth.

3.14 Budgets and Management Accounts

The budgets and management accounts are split into the following areas:

- Bar SK – 568, Union Bar and Metric

- Bar CX – Reynolds Bar
- Bar H
- Catering – all functions food and 568 food
- Ents – for 568, Union and Metric (not Reynolds or H-Bar)
- Beit Venues
- Retail – Union Shop, Shop Extra and online shop
- Summer Ball

The Commercial Services Management would benefit from a change to the structure of the budgets and management accounts to show the true performance of each venue/outlet as a standalone entity. For example, at present, elements of 568 Bar are split across three budgets. A student patronising 568 and purchasing a ticket for the event, a drink and some food would see the respective incomes from these transactions falling into the Ents, Bar SK and Catering budgets/accounts respectively. Similarly costs relating to these transactions would be charged to the same budgets/accounts. This makes it difficult to see the true financial performance of the outlet.

The listing fee, which is brewery sponsorship for drinks stocked and has been negotiated as part of the bars drinks tender package, is not included as 'other' bar income and therefore the bars P&Ls do not get to benefit from this in a way that other commercial areas would if they had negotiated a deal or discount. Rather, the listing fee is removed completely from the Commercial Services and placed in the Leadership budget for other projects. Part of the listing fee is used to sponsor the Summer Ball, whose budget is currently shown as break-even, when actually is it a loss making enterprise. The listing fee inflates the income, as ticket sales alone would not cover costs, plus the actual staff wage costs incurred in the planning and deliverance of the Ball do not appear in the budget and thus the true cost of the Ball is not clear. Going forward, the Summer Ball needs a dedicated project planner brought in each year to plan and deliver this project, or else seek other options such as hosting the Ball in an external venue to free up the events team's time to work on other projects/hires/events.

4 Strategic Plan Foundations

4.1 Building Blocks

This Commercial Strategy is to be built on 4 main building blocks:

1. Planning
2. Process Improvement & Efficiency
3. Managing Quality
4. Ensuring a Good Reputation with Customers

These building blocks are of equal importance and will underpin all of the Commercial Services work.

4.1.1 Planning

The main elements involved in planning are:

- Set a clear vision
- Ensure this underpins all other plans
- Set clear business objectives, roadmaps and operational plans
- Monitor, evaluate and adapt the plans where necessary

4.1.2 Process Improvement & Efficiency

The main elements involved in Process Improvement & Efficiency are:

- Do more with less
- Eliminate wasteful and pointless work
- Improve consistency

4.1.3 Managing Quality

The main elements involved in Managing Quality are:

- Define the offer (product and/or service)
- Constantly test and improve it
- Implement QA and QC measures that involve the whole team

4.1.4 Ensuring a Good Reputation with Customers

The main elements involved in Ensuring a Good Reputation with Customers are:

- Understand customer expectations and design services accordingly
- Make and keep promises
- Set up a Customer Charter
- Manage complaints and disputes

5 Short, Medium and Long-Term Plans

5.1 568 Bar and Union Bar

Key focuses:

- Develop the food offer. Industry trends inform us:
 - Food sales are on the up, alcoholic drink sales are in decline as Millennials and Generation Z move away from drinking alcohol
 - Free-from, plant based, fresh and healthy options are in demand and gaining momentum
 - Breakfast is growing in importance; not necessarily in terms of the time of day it is offered, more the range of foods available
 - Global fusion foods are high in demand and there is a move away from traditionally popular foods such as Italian, Greek and South East Asian
- Look for opportunities to increase food sales further as the trend develops (e.g. takeaway options, breakfast to guests staying in the 'Imperial Hotel' over the summer, kitchen development, initiatives to increase seating,).

<i>Short (up to one year) 18/19</i>		<i>Medium (1-3 yrs) 19/20 & 20/21</i>		<i>Long (3-5 yrs) 21/22 & 22/23</i>	
<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>
Introduce b/fast (focus on fresh, quality, vegan, VFM, trends)	Oct 18	Building maintenance programme works (Finance & Resources)	July 20? (assumption works take place Sept 19 - Feb 20)	Investigate viability of semi-permanent outside structure to extend 568 in to the Quad and increase seating for food	Investigate: 21/22 – completed by Mar22 (budgeting) Works: August 22
Targeted ents programme to include more student events	Oct 18	Investigate new kitchen structure	Mar 20 (budgeting)		
Main menu overhaul (focus on fresh, quality, world flavours, vegan, VFM, trends)	Feb 19	Grow food sales (particular focus on takeaway)	July 20		
Summer menu planning & launch (focus as above)	Jun 19	Investigate viability of kitchen extension and re-organisation	Investigate: Aug 19 Works: Aug/Sep 20		
Focus on process improvement and efficiency	July 19				
Establishment and development of food safety culture	Throughout 18/19				

5.2 Metric

Key focus:

- Seek opportunities to hire out/utilise Metric during down time to a variety of clients (e.g. internals: Clubs & Societies, IC staff for staff parties/meeting space, externals: neighbours, 3rd party event planners looking for sellable venues, market traders, business/conference market, externals looking for a party venue).

<i>Short (up to one year)</i> <i>18/19</i>		<i>Medium (1-3 yrs)</i> <i>19/20 & 20/21</i>		<i>Long (3-5 yrs)</i> <i>21/22 & 22/23</i>	
<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>
Hire out/C&S use during unused days/eves	July 19	Building maintenance programme works (Finance & Resources)	July 20? (assumption works take place Sept 19 - Feb 20)	Maintain maximised student events and internal/external hires	21/22 22/23
		Continue to build hires/maximise C&S usage	19/20		
		Continue to build hires/maximise C&S usage	20/21		

5.3 H-Bar

Key focuses:

- Re-negotiate arrangement with College Catering. We will seek to run the bar Monday – Sunday as opposed to our current arrangement of Monday to Friday. If College Catering will not allow this, we will focus on negotiating to waive the £200 weekend bar hire fee that we incur despite the SU organising and running the event and College Catering receiving a share of the profit. We also need to ascertain:
 - Who is responsible for decoration and upkeep of the bar?
 - What is the building maintenance/decoration schedule?
 - Who owns the fixed assets that are currently in H-Bar?
 - Who is responsible for purchasing fixed assets when they have reached the end of their useful life/break beyond repair unexpectedly during their useful life?
 - Who is responsible for the day-to-day maintenance/repair of equipment that temporarily breaks down?
- Put on more student events/external hires, especially weekends (dependent on negotiations with College Catering as above).
- Look to expand H-Bar to an outside space during the summer months. Bar sales are low on sunny days, owing to the fact that nobody wants to drink inside in a basement bar when it's hot outside.
- Look to install our own EPOS system or software for College's till system that can interface with our EPOS system so that H-Bar can be on the network, alongside all other commercial outlets. This will allow us to have access to all data, sales reports, ability to do our own promos, etc.

<i>Short (up to one year) 18/19</i>		<i>Medium (1-3 yrs) 19/20 & 20/21</i>		<i>Long (3-5 yrs) 21/22 & 22/23</i>	
<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>
Extend opening hours	Oct 18	Building maintenance programme works (Finance & Resources or College??)	If SU: July 20? (assumption works take place Sept 19 - Feb 20)	Investigate taking over entire space	Jul 22
Define relationship with College (to include new bar deal and College refurb plans/schedule)	Feb 19	Install own EPOS system	Aug 19	Assess success of outside space	Jul 22
Investigate adding own EPOS system	Feb 19 (in time for budgeting in Mar)	Begin investigation of outside space usage	Mar 20	Take over whole space?	22/23
Increase student events at the weekends	Jul 19	Grow student events/external hires at the weekend	July 20		
		Launch outside space	Jun 21		

5.4 Reynolds

Key focuses:

- Use events and entertainments to drive sales. This is partly dependent on better communication and the establishment of a working relationship between the SU ents team and the ICSMSU ents committee. Greater interaction with students and better marketing support is needed.
- Overhaul the catering offer – establish in the short term how we can improve this whilst keeping capital investment to a minimum, with a view to building on this if viable.
- Change the image of Reynolds – marketing support needed here.
- Establish whether to adjust the Reynolds business model based on short term performance in 18/19 (e.g. keep core Wednesday and Friday nights but pass Reynolds to Student Activities for space usage outside of these times)
- Establish the long term future of Reynolds given that the hospital may close down

<i>Short (up to one year) 18/19</i>		<i>Medium (1-3 yrs) 19/20 & 20/21</i>		<i>Long (3-5 yrs) 21/22 & 22/23</i>	
<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>
Establish yearly ents plan	Oct 18	Building maintenance programme works (Finance & Resources)	July 20? (assumption works take place Sept 19 - Feb 20)	Maintain student events/external hires	Throughout 21/22 & 22/23
Look into short term solutions re: improving food offer	Launch Oct 18 (phase 1) Feb 19 (phase 2)	Build on/maintain student events/ext hires	Throughout 19/20 & 20/21	Re-launch Reynolds? (if hospital closes down)	In 22/23?
Improve marketing communications	Oct 18	Or Adjust business model	Aug 19		
Focus on ad-hoc events/hires outside of the regular events. Target C&S	Throughout 18/19	Assess food offer and viability of longer term solution. Take over entire space?	July 20		
Assess performance of Reynolds and decide whether to adjust business model	Jul 19	Assess viability of full time staff member	July 20		
		Establish future of Charing Cross hospital and whether Reynolds at its current site continues/closes down	July 21		

5.5 Beit Venues

Key focuses:

- In the short term, the growth of Beit Venues is impacted by the state of bookable rooms. Therefore this team's focus will be limited to maintaining existing clients in the poorly maintained spaces, putting on more bar entertainment/events and hiring out Metric, Reynolds, H-Bar, and Union Bar as these areas are in a suitable state for commercial hires.
- Review and overhaul of client catering packages, client contracts and pricing structure.
- Post-refurb, Beit Venues would like full control of the Union Dining Hall. Currently this space is booked out by many stakeholders for any purpose, such as indoor sports, which causes increased wear and tear and limits Beit Venues' ability to sell functions such as special dinners. The Union Dining Hall is located next to the first floor kitchen, therefore this space lends itself to be used for this purpose. The space needs to be redecorated as a Dining Hall to reflect its future use (as indeed do all the shared spaces) and future activities such as indoor sports need to be re-located to more suitable surroundings.
- Establish a one stop shop client booking system. The responsibility for purchase and set up of this system falls within the Finances & Resources directorate, so Beit Venues will need to liaise and work with this team to make this happen.
- Post refurb, Beit Venues will need to build up an external client database, with a focus on lucrative repeat bookings and establish networking relationships with local businesses for mutual benefit.
- We expect BBC Proms to leave us after 19/20 and go back to the Royal College of Music, therefore BV need to look into other options (such as summer conference packages) as a contingency.

Table overleaf

<i>Short (up to one year) 18/19</i>		<i>Medium (1-3 yrs) 19/20 & 20/21</i>		<i>Long (3-5 yrs) 21/22 & 22/23</i>	
<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>
Maintain existing clients in pre-refurbished spaces	Throughout 18/19	Building maintenance programme works (Finance & Resources)	July 20? (assumption works take place Sept 19 - Feb 20)	Continue to build up/maintain clients	Throughout 21/22 & 22/23
Liaise with Systems re: full Kx/other one stop shop booking system	End Mar 19 (budgeting)	Full review of client catering packages	Dec 19	Look to obtain external accreditation	Look into 21/22 with view to be accredited 22/23
Decide on furniture if needed for Dining Hall?	End Mar 19 (budgeting)	Build relationships with local hotels/guest houses to offer one stop shop to conference clients 20/21 onwards	End Dec 19		
Full itemised inventory of BV equipment and functions catering equipment (in conjunction with Catering)	End July 19				
Full review of client contracts to include charges re: damaged/unreturned items	July 19	Full review of pricing structure	Feb 20		
Review Room Booking Procedure with Student Activities (re: UDH under Beit Venues' remit post refurb)	Jan 19	Full establishment of Kx/other booking system (liaise with Systems)	Set up by end July 20		
		Start sourcing summer conf clients for Aug & Sep 20 & Jul 21 onwards	Start Jan 20		
		Review staffing structure	End July 20		
		Build external client database selling dinners, confs, etc	Start Feb 20 & throughout 20/21		

5.6 Retail

Key focuses:

- Redevelopment of Shop Extra to fully capitalise on the grab 'n' go food and drinks market, install coffee machines, condense the existing range and move other products to the Union Shop, launch new products and ensure sales mix maximises opportunities (i.e. analyse product range to ensure combination of high g.p. with high volume sales)
- Process improvement and efficiency and ensuring robust stock and cash controls are in place
- Expand branded products to drive sales (e.g. to include Business School, Medics)
- Redevelopment and re-launch of the online shop.
- Refurb of the Union Shop (small in scope initially given uncertainty over the Sherfield Walkway project)
- What is happening with the Sherfield Walkway? Is the Union Shop and/or Shop Extra to be closed and re-located? The Chemistry Building has been suggested by College as a possible relocation area for the Union Shop.

Table overleaf

<i>Short (up to one year) 18/19</i>		<i>Medium (1-3 yrs) 19/20 & 20/21</i>		<i>Long (3-5 yrs) 21/22 & 22/23</i>	
<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>
Redevelop Shop Extra to go full-on foodie plus installation of coffee machines	Ideally Oct 18 but Feb 19 as second option	Look into cross CS promos between retail and bars	Throughout 19/20	Assess impact of medium term initiatives. Look into new markets/ trends/demographics	Jan 22
Online shop re-launch	Oct 18	Look into viability of off-site order fulfilment for online shop outsourced to 3 rd party	Feb 19	Union Shop and/or Shop Extra to close and re-locate?	22/23
Establish viability of greater refurb to Union Shop	Mar 19	Greater Union shop refurb?	Aug 19		
Refurb of Union Shop	Start July 19	Establish opportunities for more 'mobile shops' during key times of the year (e.g. ice creams, drinks, food on the Queens Lawn during summer)	May 20		
Look into opportunities for expanding branded products by faculty	July 19	Review staffing structure	July 20		
Focus on process improvement and efficiency	July 19	Continue to grow sales (driven by streamlining of range, maximised use of space, key products in prime spots, growth in food to go, online shop sales growth)	Throughout 20/21		

5.7 Summer Ball

Key focuses:

- Bring in a dedicated Summer Ball project planner to lead on the planning and delivery of this event
- Investigate opportunities to host the ball in an external venue

<i>Short (up to one year)</i> 18/19		<i>Medium (1-3 yrs)</i> 19/20 & 20/21		<i>Long (3-5 yrs)</i> 21/22 & 22/23	
<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>
Obtain post event report from H&S consultant and review	Sep 18	Establish whether ball to be held in external venue/with other SU otherwise hire Event Planner (6 month contract) as per short term schedules	Oct 19	Hold ball off-site	21/22 & 22/23
Write job spec for a 2a/b Summer Ball event planner/co-ordinator	Oct 18				
Advertise for job with view to start January 19 (6 month contract)	Nov 18	Hold ball off-site	20/21		
Investigate opportunities to hold ball in external venue/pair up with another SU for June 20	July 19				

5.8 Other Projects

<i>Short (up to one year)</i> 18/19		<i>Medium (1-3 yrs)</i> 19/20 & 20/21		<i>Long (3-5 yrs)</i> 21/22 & 22/23	
<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>	<i>ACTION</i>	<i>BY WHEN?</i>
Establish calendar of Business Support Training	Ongoing	Drinks tender runs out end 20/21. Plan for new tender during 20/21	Jan 21 start process	Establish White City commercial outlets	21/22 & 22/23
SOPs training	Sep 18	Establish fully sustainable/ethical choices across CS	Jul 21		
		Investigate opportunities at White City	19/20 & 20/21		

6 Progress - January 2018 to date

6.1 Commercial Services Vision Statement

“To create great memories: any time, any space”

This vision statement was created in February 2018 in consultation with the Commercial Services managers and wider staff team. It is intended to describe our overall purpose and direction to our members, customers, stakeholders and give direction to the Commercial Services team. The creation of a Vision Statement is one of the elements of the Planning building block, and alongside the other building blocks, will underpin this commercial strategy.

6.2 Business Support Training Workshops

The ‘Process Improvement & Efficiency’ workshop, was written and delivered via six identical sessions to the Commercial Services and wider Union team in March 2018. This is the first workshop, out of a portfolio of further training to be delivered during 18/19 and beyond, and addresses the Process Improvement & Efficiency building block. Further Business Support training workshops will address ‘Managing Quality’ and ‘Ensuring a Good Reputation with Customers’.

6.3 Standard Operational Procedures

Following on from the Process Improvement & Efficiency workshop, Standard Operational Procedures have been written in consultation with the Commercial Services team. These were sent to the Finance & Risk Committee on the 19th of June 2018 and were ratified during the meeting. Training in the new procedures will be rolled out to the entire Commercial Services team by early 2018/19. The SOPs are included in Appendix 4.

6.4 Catering

A drive to improve staff skills and knowledge within catering took place in March and April 2018, with a sizeable number of staff put through various food hygiene, allergens and HACCP training courses. Daily kitchen checks were implemented in March and random spot checks of paperwork and food hygiene practices were implemented. Further work is planned, including monthly food hygiene audits and regular refresher training, to establish and maintain a food safety culture.

6.5 Bar Restructure and Regrading

Work was carried out in April 2018 to regrade some of the bar roles to bring them in line with retail and to create development opportunities for our staff. As part of this process, job descriptions were rewritten to include enhanced responsibilities and an emphasis on ensuring food safety across the bars team. The bar has also undergone a minor restructure to improve efficiency and, again, provide development opportunities for the team. Both the regrading of roles and the restructure will come into effect on the 1st August 2018 (see Appendix 2 for bar structure before and after 1st August)

6.6 Shop Extra

A grab ‘n’ go food offer was introduced to Shop Extra during March and April 2018 to ascertain demand and whether this should be a commercial focus for this area. The current offer comprises a range of chilled packaged and ambient items:

- Artisan pastries
- Sandwiches and wraps
- Salads
- Fruit salads

- Breakfast pots
- Sushi
- Fresh fruit

Sales data to date shows this product range to be hugely popular and this will be extended further as part of the redevelopment of Shop Extra.

An unannounced visit to inspect the premises, processes and paperwork with regard to food hygiene was carried out by Westminster Council on the 3rd of July 2018. Following this visit, Shop Extra was awarded the highest food hygiene rating of 5 ('very good').

In June 2018 the Commercial Services department employed the services of an external consultancy company, Pragma, to advise on the redevelopment of Shop Extra. Pragma attended the site on the 10th of July to conduct competitor research and customer analysis and presented their full report on the 19th of July, a copy of which can be found in Appendix 6

6.7 Breakfast Site Visit

In May 2018, a key section of the Commercial Services management team visited various high street outlets to sample and research breakfast ideas, in preparation for the 568 breakfast project. Following this visit, an operational plan was put in place for the launch in October 2018.

7 Operational Plans

Continued overleaf

7.1 Operational Plan 2018/19

Yearly Planner 2018/19

Activity/Task	Who	Start date												
		01/08/18	01/09/18	01/10/18	01/11/18	01/12/18	01/01/19	01/02/19	01/03/19	01/04/19	01/05/19	01/06/19	01/07/19	
568	568 breakfast project													
	Targeted ents programme													
	Main menu overhaul													
	Summer menu planning & launch													
	Process improvement & efficiency checks													
	Establish & develop food safety culture													
Metric	Utilise during unused days/eves													
H-Bar	Extend opening hours													
	Define relationship with College													
	Investigate own EPOS system													
	Increase student weekend events													
Reynolds	Establish yearly ents plan													
	Short term food offer													
	Improve marketing comms													
	Focus on adhoc events/hires													
Beit Venues	Liaise with Systems re: booking system													
	Furniture needed for UDH?													
	Itemised inventory of equipment													
	Review of client contracts													
	Review Room Booking Procedure													
Retail	Redevelop Shop Extra (plan Aug for Dec/Jan refit)													
	Online Shop project for relaunch end Sept													
	Establish viability of greater shop refurb													
	Union shop refurb													
	Opportunity to expand branded products													
	Process improvement & efficiency checks													
Summer Ball	Review post event H&S report													
	Write job spec for Event Planner													
	Sort out HR admin re: job													
	Advertise for job													
	Investigate opportunities for external 2019/20 venue													
Other	SOPs training													
	Establish Business Support Training calendar													

Key		
	Managing Director	MD
	Head of Commercial Services	HCS
	Licensed Trade & Venues Manager	LTVM
	Bars & Catering Manager	BCM
	Assistant Bar Manager	ABM
	Events & Conferences Manager	ECM
	Entertainments Coordinator	EC
	Events & Conferences Coordinator	ECC
	Head Chef	HC
	Retail Manager	RM
	Assistant Retail Manager	ARM
	Imperial College School of Medicine SU	ICSMSU

7.2 Operational Plan 2019/20

Yearly Planner 2019/20

			Start date											
Activity/Task		Who	01/08/19	01/09/19	01/10/19	01/11/19	01/12/19	01/01/20	01/02/20	01/03/20	01/04/20	01/05/20	01/06/20	01/07/20
568	Grow food sales	BCM, HC, BM, Bar team												
	Investigate new kitchen structure	HCS, LTVM												
	Investigate viability of kitchen extension	LTVM, BCM, HC												
Metric	Build hires/C&S usage	ECM, EC, ECC												
H-Bar	Building maintenance - SU or College? If SU:	HFR												
	Install own EPOS system?	BCM, ABM, Systems, Orbis												
	Investigate outside space usage	LTVM, BCM, ABM												
	Grow weekend events	EC, ABM												
Reynolds	Build on student events/external hires	EC												
	Assess viability of longer term solution re: food	HCS, LTVM, BCM												
	Investigate taking over entire space	HCS, LTVM, BCM												
	Assess viability of full time staff member	HCS, LTVM												
Beit Venues	Building maintenance programme	HFR												
	Full review of client catering packages	ECM, HC												
	Full review of pricing structure	HCS, LTVM, ECM												
	Set up booking system	ECM, ECC, EC, Systems												
	Build relationships with local hotels/guest houses	ECM, ECC												
	Start sourcing summer conference clients	ECM, ECC												
	Review staffing structure	HCS, LTVM												
	Build up external client database	ECM, ECC, EC												
Retail	Look into cross CS promos across retail and bars	RM, BCM												
	Investigate viability of off-site order fulfilment	HCS, RM, ARM												
	Prepare for Union shop refurb phase 2 if relevant	RM, ARM												
S/Ball	Establish if Ball held off site, otherwise hire Planner	LTVM, ECM												
	Hire Ball Planner if Ball held on-site	ECM												
	Investigate opportunities to hold Ball off site for 2020/21	ECM, EC												
Other	Begin to investigate opportunities at White City	HCS, LTVM, RM												

Key		
	Head of Commercial Services	HCS
	Licensed Trade & Venues Manager	LTVM
	Bars & Catering Manager	BCM
	Bar Manager	BM
	Assistant Bar Manager	ABM
	Events & Conferences Manager	ECM
	Entertainments Coordinator	EC
	Events & Conferences Coordinator	ECC
	Head Chef	HC
	Retail Manager	RM
	Assistant Retail Manager	ARM
	Head of Finance & Resources	HFR

7.3 Operational Plan 2020/21

Yearly Planner 2020/21

	Activity/Task	Who	Start date											
			01/08/20	01/09/20	01/10/20	01/11/20	01/12/20	01/01/21	01/02/21	01/03/21	01/04/21	01/05/21	01/06/21	
568	Investigate viability of kitchen extension	HCS, LTVM, BCM												
	Grow food sales	BCM, HC, BM, Bar team												
Metric	Build hires/C&S usage	ECM, EC, ECC												
H-Bar	Finalise outside space usage with College	LTVM, BCM, ABM												
	Launch outside space	BCM, ABM												
Reynolds	Establish future of Charing Cross hospital	HCS, LTVM												
	Maintain student events/external hires	EC												
	Grow food sales? (if applicable)	LTVM, BCM												
Beit Venues	Build ext client database (dinners, confs, etc)	ECM, ECC, EC												
Retail	Continue to grow sales	RM, ARM												
S/Ball	Hold Ball off site	ECM, EC												
Other	Investigate opportunities at White City	HCS, LTVM, RM												

Key		
	Head of Commercial Services	HCS
	Licensed Trade & Venues Manager	LTVM
	Bars & Catering Manager	BCM
	Bar Manager	BM
	Assistant Bar Manager	ABM
	Events & Conferences Manager	ECM
	Entertainments Coordinator	EC
	Events & Conferences Coordinator	ECC
	Head Chef	HC
	Retail Manager	RM
	Assistant Retail Manager	ARM

7.4 Operational Plan 2021/22

Yearly Planner 2021/22

			Start date											
	Activity/Task	Who	01/08/21	01/09/21	01/10/21	01/11/21	01/12/21	01/01/22	01/02/22	01/03/22	01/04/22	01/05/22	01/06/22	01/07/22
568	Investigate viability of outside semi permanent structure	HCS, LTVM												
Metric	Maintain hires/C&S usage	ECM, EC, ECC												
H-Bar	Investigate taking over entire space	HCS, LTVM, BCM												
	Assess success of outside space	BCM, ABM												
Reynolds	Maintain student events/external hires	EC												
Beit Venues	Build ext client database (dinners, confs, etc)	ECM, ECC, EC												
	Look into obtaining external accreditation	LTVM, ECM												
Retail	Continue to grow sales	RM, ARM												
S/Ball	Hold Ball off site	ECM, EC												
Other	Plan for establishment of White City outlets	HCS, LTVM, RM												

Key		
	Head of Commercial Services	HCS
	Licensed Trade & Venues Manager	LTVM
	Bars & Catering Manager	BCM
	Assistant Bar Manager	ABM
	Events & Conferences Manager	ECM
	Entertainments Coordinator	EC
	Events & Conferences Coordinator	ECC
	Retail Manager	RM
	Assistant Retail Manager	ARM

7.5 Operational Plan 2022/23

Yearly Planner 2022/23

			Start date											
	Activity/Task	Who	01/08/22	01/09/22	01/10/22	01/11/22	01/12/22	01/01/23	01/02/23	01/03/23	01/04/23	01/05/23	01/06/23	01/07/23
568	Works to build semi permanent structure	HCS, LTVM, BCM												
Metric	Maintain hires/C&S usage	ECM, EC, ECC												
H-Bar	Take over entire space?	LTVM, BCM, ABM												
Reynolds	Relaunch Reynolds?	LTVM, BCM												
	Maintain student events/external hires	EC												
Beit Venues	Build ext client database (dinners, confs, etc)	ECM, ECC, EC												
	Obtain external accreditation	LTVM, ECM												
Retail	Shop and Shop Extra to close and relocate?	HCS, RM												
S/Ball	Hold Ball off site	ECM, EC												
Other	Establish White City outlets	HCS, LTVM, RM												

Key		
	Head of Commercial Services	HCS
	Licensed Trade & Venues Manager	LTVM
	Bars & Catering Manager	BCM
	Assistant Bar Manager	ABM
	Events & Conferences Manager	ECM
	Entertainments Coordinator	EC
	Events & Conferences Coordinator	ECC
	Retail Manager	RM

8 Key Risks

This strategy is based on the assumption that the following will be addressed/set up by the Union:

8.1 Building Maintenance Programme

The Union needs to establish a central Building Maintenance Programme that addresses all areas:

- Commercial outlets
- Offices and shared spaces
- Bookable spaces and rooms
- Storage areas

At present there is no consistency or long term planning with regard to maintenance; rather it is done on an ad-hoc basis with managers in their areas organising maintenance works. The Union needs to establish a long term plan of rolling maintenance works to all areas to ensure high standards of upkeep and decoration, and ensure that all H&S issues/requirements are addressed as this is not currently the case. A long term central building maintenance budget needs to be established in order that the Union has an overview of all costs and timescale of works over various years.

8.2 Marketing Strategy

The Commercial Services are heavily reliant on consistent and effective marketing to ensure success. The Marketing Strategy is in the process of being written, and therefore its content is not known at this time. The Commercial Services department is not clear on the level of support it can receive from the Marketing department given their team's resources and other projects/customers that it needs to attend to, especially at busy times of the year such as Elections.

8.3 Space

The Union has 377 Clubs, Societies & Projects (CSPs) and this number is set to grow. The Commercial Services department, along with CSPs and other stakeholders all use and share space which is in scarce supply. The Union needs to establish a long term strategy for acquiring and investing in more space to keep up with growing demand and to ensure it can deliver a consistent service to its members and other customers. The spaces are currently used for all types of activities. This needs to be changed going forwards as some rooms/areas are not suitable for the activity being carried out but a current lack of alternative available space prevents this. A lack of storage space for Clubs & Societies is an issue which needs to be urgently addressed as, at present, it directly negatively affects the Commercial Services (as some equipment is stored in commercial spaces meaning they cannot be used) plus there are ongoing H&S considerations. The Union could consider using an external storage company in the short term until a longer term solution is found.

8.4 Venue Booking System

The Finance & Resources department is tasked with looking into CRM systems for the Union. The Beit Venues team need a one stop shop venue/event booking system that allows a flow of work/activity from initial enquiry through to building the client package, regular customer communications, execution and completion of the booking and invoicing of the client. The Finance & Resources department must consider the needs of the Beit Venues team when deciding on a suitable booking system.

9 Financials 2018-2023

9.1 Layout of the Budgets

Some of the budgets contained within this strategy document has been adapted to a desired format as follows:

<i>Current Budget Format</i>	<i>What it Shows</i>	<i>Desired Budget Format</i>	<i>What it Shows</i>
Bar SK	Wet only sales for 568, Union and Metric and all functions drinks Associated bar only costs	568 & Union	Food and drink sales (including functions held in the venue) Ents income and costs relating to the venue Other income and costs relating to the venue including 568 kitchen costs
Catering	Food only sales for 568, Union and Metric and all functions food Associated catering only costs relating to 568 kitchen and UDH kitchen	Metric	Food and drink sales (including functions held in the venue) Ents income and costs relating to the venue Other income and costs relating to the venue
Ents	Income and costs relating to events at 568, Union and Metric (including Welcome Week, Summer and Winter Carnivals)	Union Dining Hall	Food and drink sales and costs relating to the UDH Associated costs relating to UDH income and the UDH kitchen
Retail	All income and costs related to Union Shop, Shop Extra and Online Shop amalgamated together	Union Shop & Online	All income and costs relating to the Union Shop and Online Shop. Note that products sold via the Online Shop come from the Union Shop
		Shop Extra	All income and costs relating to Shop Extra

The following budgets have retained the same format:

- Reynolds
- H-Bar
- Beit Venues

Budget formats have been adapted to allow the reader greater transparency with regard to the trading activities of the outlet.

9.2 Notes Regarding the Budgets

9.2.1 Flexed Budgets

The following budgets have also been shown as flexed budgets for 18/19:

- 568 & Union
- Metric
- Reynolds

These budgets have been flexed to show the impact of a 70% gross profit on wet sales and a 60% gross profit on food sales. Flexing the budgets allows the reader to compare like for like figures in future years.

9.2.2 Reynolds

Reynolds budgets 2019/20 onwards have been shown according to an adjusted business model which assumes the bar is open for core business on Wednesday and Friday nights only and shuts in term 3. For the remainder of the time the bar is available for hire/usage by CSPs or externals (depending on the time of year/day) and the room will remain open for students to use. It is assumed that the Student Activities team will book out the space if the Beit Venues team have confirmed no activity is taking place in the space.

9.2.3 Net Contribution

Total net contribution for Commercial Services 18/19 budgets approved by Board in June 2018 is £700,754 but the 18/19 budgets presented in this strategy document show total net contribution of £710,268. This is due to the apportionment of the Bars & Catering Manager's salary across multiple bars and catering budgets as opposed to being paid out of Bar SK, which is where it currently sits. The increase in contribution is due to the 50% profit share agreement in H-Bar (i.e. part of the liability for paying this salary has been passed directly to College Catering).

9.3 568 & Union

Imperial College Union

Budget 2018-2023

Bar 568 & Union

	2018/19	Flexed 18/19	2019/20	2020/21	2021/22	2022/23
INCOME						
Sales						
Core Wet Sales	1,095,696	1,095,696	1,106,653	1,143,615	1,181,457	1,218,726
Function Wet Sales	71,613	71,613	74,119	78,358	82,218	86,039
Sales Subtotal	1,167,309	1,167,309	1,180,772	1,221,973	1,263,675	1,304,765
Wet COS	(299,732)	(350,193)	(351,108)	(360,890)	(379,103)	(391,430)
Gross Profit	867,577	817,116	829,664	861,083	884,572	913,335
GP Margin %	74%	70%	70%	70%	70%	70%
Core Food Sales	527,720	527,720	581,481	625,819	673,538	744,088
Function Food Sales	30,712	30,712	31,555	32,632	33,883	35,293
Sales Subtotal	558,431	558,431	613,036	658,451	707,421	779,381
Food COS	(203,762)	(223,372)	(245,214)	(263,380)	(282,968)	(311,752)
Gross Profit	354,669	335,059	367,822	395,071	424,453	467,629
GP Margin %	64%	60%	60%	60%	60%	60%
Other Income						
Listing Fee	0	0	21,250	21,250	21,250	21,250
Ticket Sales	22,595	22,595	23,869	24,475	25,288	26,198
Door Income	14,526	14,526	14,642	14,783	14,926	15,070
Other	-	-	-	-	-	-
Other Income Subtotal	37,122	37,122	59,761	60,508	61,464	62,518
TOTAL NET INCOME	1,259,367	1,189,297	1,257,247	1,316,662	1,370,488	1,443,482
EXPENDITURE						
Staff Costs (Pay)						
Permanent Staff	(354,805)	(354,805)	(373,240)	(433,192)	(453,504)	(474,769)
Temporary Staff	(216,509)	(216,509)	(224,990)	(231,959)	(238,911)	(246,374)
Agency Staff	(55,117)	(55,117)	(71,694)	(49,858)	(57,851)	(72,552)
Stewards	(17,290)	(17,290)	(17,722)	(18,165)	(18,619)	(19,085)
Staff Costs (Pay) Subtotal	(643,721)	(643,721)	(687,646)	(733,173)	(768,886)	(812,780)
Staff Costs/Revenue %	37%	37%	38%	39%	39%	39%
Staff Costs (Other)						
Late Taxis	(6,035)	(6,035)	(6,198)	(6,353)	(6,512)	(6,675)
Recruitment Costs	-	-	-	-	-	-
Subsistence	-	-	-	-	-	-
Training	-	-	-	-	-	-
Uniforms	(1,573)	(1,573)	(1,735)	(1,778)	(1,823)	(1,868)
Staff Costs (Other) Subtotal	(7,608)	(7,608)	(7,933)	(8,131)	(8,335)	(8,543)
Premises & Equipment						
Cleaning	(4,664)	(4,664)	(5,264)	(5,956)	(5,874)	(6,307)
Decorations	(340)	(340)	(349)	(357)	(432)	(375)
Depreciation	(102,927)	(102,927)	(92,359)	(94,011)	(96,719)	(99,540)
Equipment Hire	(6,804)	(6,804)	(6,930)	(7,059)	(7,192)	(7,328)
Equipment Purchase	(6,576)	(6,576)	(5,688)	(5,771)	(5,855)	(5,941)
Maintenance	(6,564)	(6,564)	(7,031)	(7,206)	(7,387)	(7,571)
Maintenance Contracts	(4,230)	(4,230)	(3,260)	(3,341)	(3,425)	(3,510)
Premises & Equipment Subtotal	(132,105)	(132,105)	(120,880)	(123,701)	(126,883)	(130,573)
Consumables						
Consumables	(7,480)	(7,480)	(7,744)	(7,964)	(8,187)	(8,405)
Disposables	(12,106)	(12,106)	(13,040)	(13,656)	(14,304)	(15,148)
Glasses	(1,190)	(1,190)	(1,232)	(1,267)	(1,302)	(1,337)
Other	-	-	-	-	-	-
Consumables Subtotal	(20,776)	(20,776)	(22,016)	(22,886)	(23,794)	(24,889)
Administration						
Credit Card Commission	(8,841)	(8,841)	(8,927)	(8,988)	(9,048)	(9,095)
Entertainment Acts	(8,700)	(8,700)	(8,916)	(9,135)	(9,361)	(9,593)
Health & Safety	-	-	-	-	-	-
Hospitality	(1,675)	(1,675)	(1,630)	(1,670)	(1,712)	(1,755)
Irrecoverable VAT	(3,359)	(3,359)	(3,930)	(4,028)	(4,129)	(4,232)
Legal & Professional	(718)	(718)	(736)	(755)	(773)	(793)
Licences	(7,944)	(7,944)	(8,143)	(8,346)	(8,555)	(8,769)
Printing Costs	(3,824)	(3,824)	(4,019)	(4,052)	(4,087)	(4,122)
Publicity	(590)	(590)	(623)	(632)	(642)	(651)
Quiz Prizes	(1,450)	(1,450)	(1,486)	(1,523)	(1,561)	(1,601)
Security Staff	(36,270)	(36,270)	(37,177)	(38,449)	(39,410)	(40,396)
Stationery	(408)	(408)	(477)	(489)	(501)	(514)
Stocktaking	(6,439)	(6,439)	(6,895)	(7,067)	(7,244)	(7,425)
Telephones	(639)	(639)	(666)	(683)	(700)	(718)
Travel	-	-	-	-	-	-
TV Subscriptions	(9,463)	(9,463)	(9,699)	(9,942)	(10,190)	(10,445)
Administration Subtotal	(90,320)	(90,320)	(93,323)	(95,761)	(97,915)	(100,108)
TOTAL EXPENDITURE	(894,530)	(894,530)	(931,798)	(983,653)	(1,025,812)	(1,076,893)
Net Profit/(Loss)	364,838	294,767	325,449	333,009	344,676	366,589
NP Margin %	29%	25%	26%	25%	25%	25%

9.4 Metric

Imperial College Union Budget 2018-2023 Metric

	2018/19	Flexed 18/19	2019/20	2020/21	2021/22	2022/23
INCOME						
Sales						
Core Wet Sales	193,358	193,358	195,292	201,814	208,492	215,069
Function Wet Sales	12,638	12,638	13,080	13,828	14,509	15,183
Sales Subtotal	205,996	205,996	208,372	215,642	223,001	230,253
Wet COS	(52,894)	(61,799)	(61,960)	(63,686)	(66,900)	(69,076)
Gross Profit	153,102	144,197	146,411	151,956	156,101	161,177
GP Margin %	74%	70%	70%	70%	70%	70%
Core Food Sales	0	0	0	0	0	0
Function Food Sales	5,420	5,420	5,568	5,759	5,979	6,228
Sales Subtotal	5,420	5,420	5,568	5,759	5,979	6,228
Cost of Sales	(1,978)	(2,168)	(2,227)	(2,303)	(2,392)	(2,491)
Gross Profit	3,442	3,252	3,341	3,455	3,588	3,737
GP Margin %	64%	60%	60%	60%	60%	60%
Other Income						
Listing Fee	0	0	2,500	2,500	2,500	2,500
Ticket Sales	22,595	22,595	23,869	24,475	25,288	26,198
Door Income	14,526	14,526	14,642	14,783	14,926	15,070
Other	-	-	-	-	-	-
Other Income Subtotal	37,122	37,122	41,011	41,758	42,714	43,768
TOTAL NET INCOME	193,665	184,570	190,763	197,169	202,403	208,682
EXPENDITURE						
Staff Costs (Pay)						
Permanent Staff	(4,757)	(4,757)	(5,027)	(5,153)	(5,419)	(5,699)
Temporary Staff	(47,612)	(47,612)	(49,472)	(50,995)	(52,524)	(54,152)
Agency Staff	(1,004)	(1,004)	(1,029)	(1,055)	(1,081)	(1,108)
Stewards	(3,051)	(3,051)	(3,127)	(3,206)	(3,286)	(3,368)
Staff Costs (Pay) Subtotal	(56,425)	(56,425)	(58,656)	(60,409)	(62,310)	(64,327)
Staff Costs/Revenue %	27%	27%	28%	28%	28%	28%
Staff Costs (Other)						
Late Taxes	(1,065)	(1,065)	(1,077)	(1,104)	(1,132)	(1,160)
Recruitment Costs	-	-	-	-	-	-
Subsistence	-	-	-	-	-	-
Training	-	-	-	-	-	-
Uniforms	(278)	(278)	(141)	(144)	(148)	(152)
Staff Costs (Other) Subtotal	(1,343)	(1,343)	(1,218)	(1,249)	(1,280)	(1,312)
Premises & Equipment						
Cleaning	(674)	(674)	(407)	(420)	(434)	(448)
Decorations	(60)	(60)	(62)	(63)	(65)	(66)
Depreciation	(33,054)	(33,054)	(24,015)	(39,227)	(40,076)	(38,839)
Equipment Hire	(6,744)	(6,744)	(6,889)	(7,038)	(7,190)	(7,346)
Equipment Purchase	(3,053)	(3,053)	(3,079)	(3,116)	(3,154)	(3,193)
Maintenance	(6,180)	(6,180)	(5,982)	(6,131)	(6,284)	(6,442)
Maintenance Contracts	(1,070)	(1,070)	(882)	(904)	(926)	(949)
Premises & Equipment Subtotal	(50,835)	(50,835)	(41,316)	(56,899)	(58,130)	(57,284)
Consumables						
Consumables	(1,320)	(1,320)	(1,367)	(1,405)	(1,445)	(1,483)
Disposables	(1,685)	(1,685)	(1,450)	(1,494)	(1,539)	(1,584)
Glasses	(210)	(210)	(217)	(224)	(230)	(236)
Other	-	-	-	-	-	-
Consumables Subtotal	(3,215)	(3,215)	(3,034)	(3,123)	(3,213)	(3,303)
Administration						
Credit Card Commission	(1,560)	(1,560)	(1,575)	(1,586)	(1,597)	(1,605)
Entertainment Acts	(15,190)	(15,190)	(15,608)	(16,039)	(16,480)	(16,934)
Health & Safety	-	-	-	-	-	-
Hospitality	(3,525)	(3,525)	(3,598)	(3,688)	(3,780)	(3,874)
Irrecoverable VAT	(593)	(593)	(41)	(42)	(43)	(44)
Laundry	(1,440)	(1,440)	(428)	(461)	(496)	(548)
Legal & Professional	(127)	(127)	(130)	(133)	(136)	(140)
Licences	(1,402)	(1,402)	(1,437)	(1,473)	(1,510)	(1,547)
Printing Costs	(675)	(675)	(486)	(487)	(487)	(487)
Publicity	(240)	(240)	(216)	(220)	(225)	(229)
Quiz Prizes	-	-	-	-	-	-
Security Staff	(19,530)	(19,530)	(20,018)	(20,703)	(21,221)	(21,751)
Stationery	(72)	(72)	(5)	(5)	(5)	(5)
Stocktaking	(1,136)	(1,136)	(820)	(841)	(862)	(883)
Telephones	(113)	(113)	(102)	(105)	(108)	(110)
Travel	-	-	-	-	-	-
TV Subscriptions	(2,366)	(2,366)	(2,425)	(2,485)	(2,548)	(2,611)
Administration Subtotal	(47,968)	(47,968)	(46,890)	(48,268)	(49,496)	(50,771)
TOTAL EXPENDITURE	(159,786)	(159,786)	(151,114)	(169,947)	(174,429)	(176,997)
Net Profit/(Loss)	33,880	24,784	39,649	27,222	27,974	31,685
NP Margin %	17%	13%	21%	14%	14%	15%

9.5 Reynolds

Imperial College Union Budget 2018-2023 Reynolds

	2018/19	Flexed 18/19	2019/20	2020/21	2021/22	2022/23
INCOME						
Wet Sales						
Core Sales	130,364	130,364	107,407	110,119	112,889	115,158
Function Sales	5,007	5,007	3,236	3,318	3,401	3,486
Overage/Shortage	-	-	-	-	-	-
Sales Subtotal	135,371	135,371	110,643	113,437	116,290	118,644
Cost of Sales	(38,278)	(40,611)	(33,193)	(34,031)	(34,887)	(35,594)
Gross Profit	97,093	94,760	77,450	79,405	81,403	83,050
GP Margin %	72%	70%	70%	70%	70%	70%
Dry Sales						
Core Sales	3,584	3,584	1,011	1,037	1,063	1,089
Sales Subtotal	3,584	3,584	1,011	1,037	1,063	1,089
Cost of Sales	(2,509)	(2,509)	(713)	(725)	(745)	(762)
Gross Profit	1,075	1,075	298	311	318	327
GP Margin %	30%	30%	30%	30%	30%	30%
Other Income						
Listing Fee			1,250	1,250	1,250	1,250
Ticket Sales	200	200	200	203	206	209
Door Income						
Other Income Subtotal	200	200	1,450	1,453	1,456	1,459
TOTAL NET INCOME	98,368	96,035	79,199	81,169	83,176	84,837
EXPENDITURE						
Staff Costs (Pay)						
Permanent Staff	(4,757)	(4,757)	(5,027)	(5,153)	(5,419)	(5,699)
Temporary Staff	(43,685)	(43,685)	(30,965)	(32,327)	(33,730)	(35,175)
Agency Staff	(458)	(458)	(328)	(337)	(345)	(354)
Staff Costs (Pay) Subtotal	(48,900)	(48,900)	(36,321)	(37,817)	(39,494)	(41,227)
Staff Costs/Revenue %	36%	36%	33%	33%	34%	35%
Staff Costs (Other)						
Late Taxis	(570)	(570)	(409)	(419)	(430)	(440)
Recruitment Costs	-	-	-	-	-	-
Subsistence	-	-	-	-	-	-
Training	-	-	-	-	-	-
Uniforms	(250)	(250)	(179)	(184)	(188)	(193)
Staff Costs (Other) Subtotal	(820)	(820)	(588)	(603)	(618)	(634)
Premises & Equipment						
Cleaning	(1,300)	(1,300)	(768)	(796)	(824)	(853)
Decorations	(200)	(200)	(144)	(147)	(151)	(155)
Depreciation	(19,831)	(19,831)	(19,247)	(18,135)	(9,647)	(10,294)
Equipment Hire	(1,412)	(1,412)	(1,186)	(1,200)	(1,215)	(1,230)
Equipment Purchase	(750)	(750)	(538)	(552)	(565)	(580)
Maintenance	(1,250)	(1,250)	(897)	(919)	(942)	(966)
Maintenance Contracts	-	-	-	-	-	-
Premises & Equipment Subtotal	(24,743)	(24,743)	(22,780)	(21,749)	(13,344)	(14,077)
Consumables						
Consumables	(1,540)	(1,540)	(910)	(942)	(976)	(1,010)
Disposables	(1,700)	(1,700)	(1,005)	(1,040)	(1,077)	(1,115)
Glasses	(120)	(120)	(71)	(73)	(76)	(79)
Other	-	-	-	-	-	-
Consumables Subtotal	(3,360)	(3,360)	(1,986)	(2,056)	(2,129)	(2,204)
Administration						
Credit Card Commission	(1,385)	(1,385)	(1,194)	(1,204)	(1,215)	(1,225)
Entertainment Acts	(1,280)	(1,280)	(1,290)	(1,301)	(1,311)	(1,322)
Health & Safety	(125)	(125)	(90)	(92)	(94)	(97)
Hospitality	(60)	(60)	(43)	(44)	(45)	(46)
Legal & Professional	(623)	(623)	(627)	(643)	(659)	(675)
Licences	(1,532)	(1,532)	(1,099)	(1,127)	(1,155)	(1,184)
Printing Costs	(135)	(135)	(97)	(99)	(102)	(104)
Publicity	(600)	(600)	(431)	(441)	(452)	(464)
Quiz	-	-	-	-	-	-
Security Staff	(15,021)	(15,021)	(10,195)	(10,450)	(10,711)	(10,979)
Stationery	-	-	-	-	-	-
Stocktaking	(2,475)	(2,475)	(1,776)	(1,820)	(1,866)	(1,912)
Subscriptions	(120)	(120)	(86)	(88)	(90)	(93)
Telephones	(185)	(185)	(132)	(136)	(139)	(143)
Travel	-	-	-	-	-	-
Administration Subtotal	(23,541)	(23,541)	(17,059)	(17,445)	(17,839)	(18,243)
TOTAL EXPENDITURE	(101,363)	(101,363)	(78,735)	(79,670)	(73,424)	(76,384)
Net Profit/(Loss)	(2,995)	(5,328)	463	1,500	9,752	8,453
NP Margin %	-2%	-4%	0%	1%	8%	7%

9.6 H-Bar

Imperial College Union

Budget 2018-2023

H-Bar

	2018/19	2019/20	2020/21	2021/22	2022/23
INCOME					
Sales					
Core Sales	240,428	242,832	251,704	263,313	275,873
Function Sales	9,900	9,962	10,204	10,456	10,743
Overage/Shortage	-	-	-	-	-
Sales Subtotal	250,328	252,794	261,908	273,768	286,616
Cost of Sales	(73,918)	(75,169)	(78,485)	(82,686)	(87,249)
Gross Profit	176,409	177,625	183,423	191,082	199,368
GP Margin %	70%	70%	70%	70%	70%
Other Income					
Ticket Sales	200	200	203	206	209
Other Income Subtotal	200	200	203	206	209
TOTAL NET INCOME	176,609	177,825	183,626	191,288	199,577
EXPENDITURE					
Staff Costs (Pay)					
Permanent Staff	(63,843)	(67,268)	(69,996)	(73,392)	(76,953)
Temporary Staff	(75,855)	(79,541)	(83,485)	(87,752)	(92,279)
Agency Staff	-	-	-	-	-
Staff Costs (Pay) Subtotal	(139,698)	(146,809)	(153,482)	(161,144)	(169,233)
Staff Costs/Revenue %	49%	50%	51%	51%	51%
Staff Costs (Other)					
Late Taxis	(2,000)	(2,050)	(2,101)	(2,154)	(2,208)
Recruitment Costs	-	-	-	-	-
Subsistence	-	-	-	-	-
Training	-	-	-	-	-
Uniforms	(450)	(461)	(473)	(485)	(497)
Staff Costs (Other) Subtotal	(2,450)	(2,511)	(2,574)	(2,638)	(2,704)
Premises & Equipment					
Cleaning	(385)	(549)	(624)	(659)	(748)
Decorations	(700)	(718)	(735)	(754)	(773)
Depreciation	(2,808)	(6,131)	(6,002)	(6,730)	(6,737)
Equipment Hire	(400)	410	420	431	442
Equipment Purchase	(3,502)	(3,590)	(3,679)	(3,771)	(3,866)
Maintenance	-	-	-	-	-
Maintenance Contracts	-	-	-	-	-
Premises & Equipment Subtotal	(7,795)	(10,576)	(10,620)	(11,483)	(11,682)
Consumables					
Consumables	(2,473)	(2,560)	(2,680)	(2,831)	(2,995)
Disposables	(981)	(1,015)	(1,063)	(1,123)	(1,188)
Glasses	(315)	(326)	(341)	(361)	(381)
Other	-	-	-	-	-
Consumables Subtotal	(3,769)	(3,902)	(4,084)	(4,314)	(4,564)
Administration					
Credit Card Commission	-	-	-	-	-
Entertainment Acts	(1,625)	(1,666)	(1,707)	(1,750)	(1,794)
Ground Hire	-	-	-	-	-
Health & Safety	-	-	-	-	-
Hospitality	-	-	-	-	-
Legal & Professional	(7,000)	(475)	(487)	(499)	(512)
Licences	-	-	-	-	-
Printing Costs	(825)	(846)	(867)	(888)	(911)
Publicity	-	-	-	-	-
Quiz Prizes	(240)	(246)	(252)	(258)	(265)
Security Staff	(834)	(855)	(876)	(898)	(921)
Stationery	-	-	-	-	-
Stocktaking	(3,300)	(3,383)	(3,467)	(3,554)	(3,643)
Subscriptions	-	-	-	-	-
Telephones	(92)	(94)	(97)	(99)	(102)
Travel	-	-	-	-	-
Administration Subtotal	(13,916)	(7,564)	(7,753)	(7,947)	(8,145)
TOTAL EXPENDITURE	(167,628)	(171,362)	(178,513)	(187,527)	(196,329)
Trading Profit/(Loss)	8,981	6,462	5,113	3,762	3,248
College Share	(4,491)	(3,231)	(2,557)	(1,881)	(1,624)
Net Profit/(Loss)	4,491	3,231	2,557	1,881	1,624
NP Margin %	2%	1%	1%	1%	1%

Imperial College Union
Budget 2018-2023
Union Dining Hall

	2018/19	2019/20	2020/21	2021/22	2022/23
INCOME					
Dry Sales					
Conference Catering Sales	-		6,500	12,000	17,500
Function Food Sales	-	3,500	7,000	10,500	14,000
Sales Subtotal	-	3,500	13,500	22,500	31,500
Food COS		(1,225)	(4,725)	(7,875)	(11,025)
Gross Profit	-	2,275	8,775	14,625	20,475
GP Margin %		65%	65%	65%	65%
Wet Sales					
Conference Wet Sales			1,690	3,120	4,550
Function Wet Sales		850	1,700	2,550	3,400
Sales Subtotal	-	850	3,390	5,670	7,950
Wet COS		(255)	(1,017)	(1,701)	(2,385)
Gross Profit	-	595	2,373	3,969	5,565
GP Margin %		70%	70%	70%	70%
Other Income					
Other					
Other Income Subtotal	-	-	-	-	-
TOTAL NET INCOME	-	2,870	11,148	18,594	26,040
EXPENDITURE					
Staff Costs (Pay)					
Permanent Staff					
Temporary Staff		(1,007)	(3,834)	(5,994)	(7,992)
Agency Staff		(501)	(1,925)	(3,009)	(4,011)
Stewards					
Staff Costs (Pay) Subtotal	-	(1,508)	(5,759)	(9,003)	(12,004)
Staff Costs/Revenue %		35%	34%	32%	30%
Staff Costs (Other)					
Late Taxis		(2)	(2)	(2)	(2)
Recruitment Costs					
Subsistence					
Training					
Uniforms		(21)	(21)	(22)	(22)
Staff Costs (Other) Subtotal	-	(23)	(23)	(24)	(24)
Premises & Equipment					
Cleaning		(46)	(50)	(55)	(62)
Decorations					
Depreciation	(7,714)	(1,780)	(1,835)	(1,907)	(2,167)
Equipment Hire					
Equipment Purchase	-	(904)	(926)	(949)	(973)
Maintenance	-	(50)	(52)	(53)	(54)
Maintenance Contracts	-	(1,292)	(1,324)	(1,357)	(1,391)
Premises & Equipment Subtotal	(7,714)	(4,071)	(4,187)	(4,321)	(4,647)
Consumables					
Consumables					
Disposables	-	(106)	(114)	(122)	(135)
Glasses					
Other					
Consumables Subtotal	-	(106)	(114)	(122)	(135)
Administration					
Credit Card Commission					
Entertainment Acts					
Health & Safety					
Hospitality					
Irrecoverable VAT	-	(81)	(83)	(85)	(87)
Laundry	-	(1,158)	(1,247)	(1,342)	(1,482)
Legal & Professional					
Licences					
Printing Costs	-	(28)	(28)	(29)	(30)
Publicity	-	(4)	(4)	(4)	(4)
Quiz Prizes					
Security Staff					
Stationery	-	(10)	(10)	(10)	(11)
Stocktaking	-	(49)	(50)	(52)	(53)
Telephones	-	(2)	(2)	(2)	(2)
Travel					
TV Subscriptions					
Administration Subtotal	-	(1,332)	(1,425)	(1,524)	(1,669)
TOTAL EXPENDITURE	(7,714)	(7,039)	(11,508)	(14,995)	(18,480)
Net Profit/(Loss)	(7,714)	(4,169)	(360)	3,599	7,560
NP Margin %		-96%	-2%	13%	19%

9.8 Beit Venues

Imperial College Union

Budget 2018-2023

Beit Venues

	2018/19	2019/20	2020/21	2021/22	2022/23
INCOME					
Sales					
Room Hire	223,515	110,595	198,574	230,345	254,347
Misc Sales	1,640	820	1,722	1,894	2,000
Core Sales Subtotal	225,155	111,415	200,296	232,240	256,348
Other Services	24,461	12,418	21,787	25,930	29,377
Pass-through	-	-	-	-	-
TOTAL INCOME	249,616	123,833	222,083	258,170	285,724
EXPENDITURE					
Staff Costs (Pay)					
Permanent Staff	(112,984)	(118,895)	(124,508)	(130,386)	(136,541)
Temporary Staff	(6,365)	(5,913)	(6,112)	(6,316)	(6,527)
Agency Staff	(3,822)	(2,820)	(2,891)	(2,963)	(3,037)
Security Staff	(12,906)	(12,726)	(9,548)	(9,787)	(10,032)
Staff Costs (Pay) Subtotal	(136,077)	(140,355)	(143,059)	(149,452)	(156,137)
Staff Costs/Revenue %	55%	126%	71%	64%	61%
Staff Costs (Other)					
Late Taxis	(180)	(185)	(189)	(194)	(199)
Recruitment Costs	-	-	-	-	-
Subsistence	-	-	-	-	-
Training	-	-	-	-	-
Travel	-	-	-	-	-
Uniforms	-	-	-	-	-
Staff Costs (Other) Subtotal	(180)	(185)	(189)	(194)	(199)
Premises & Equipment					
Cleaning	(500)	(513)	(525)	(538)	(552)
Decorations	(100)	(103)	(105)	(108)	(110)
Depreciation	(3,979)	(6,985)	(6,985)	(7,003)	(7,003)
Equipment Hire	(3,300)	3,383	3,467	3,554	3,643
Equipment Purchase	(865)	(886)	(908)	(931)	(954)
Maintenance	-	-	-	-	-
Maintenance Contracts	-	-	-	-	-
Premises & Equipment Subtotal	(8,744)	(5,104)	(5,057)	(5,026)	(4,977)
Administration					
Carriage	-	-	-	-	-
Crockery and Glasses	-	-	-	-	-
Disposables	-	-	-	-	-
Ground Hire	-	-	-	-	-
Hospitality	(2,900)	(2,973)	(3,047)	(3,123)	(3,201)
Legal & Professional	-	-	-	-	-
Licences	-	-	-	-	-
Printing Costs	-	-	-	-	-
Publicity	(750)	(769)	(788)	(808)	(828)
Stationery	-	-	-	-	-
Subscriptions	-	-	-	-	-
Systems, Software & Development	(30)	(31)	(32)	(32)	(33)
Telephones	(420)	(431)	(441)	(452)	(464)
Travel	-	-	-	-	-
Other	-	-	-	-	-
Administration Subtotal	(4,100)	(4,203)	(4,308)	(4,415)	(4,526)
TOTAL EXPENDITURE	(149,100)	(149,845)	(152,612)	(159,088)	(165,838)
Net Profit/(Loss)	100,516	(26,012)	69,471	99,082	119,886
NP Margin %	40%	-21%	31%	38%	42%

9.9 Shop & Online

Imperial College Union Budget 2018-2023 Union & Online Shop

	2018/19	2019/20	2020/21	2021/22	2022/23
INCOME					
Shop Sales					
Core Sales	769,817	822,219	886,527	923,631	958,508
Online Sales	48,000	51,660	57,188	63,307	71,378
Overage/Shortage	-	-	-	-	-
Shop Sales Subtotal	817,817	873,879	943,715	986,938	1,029,887
Carriage Out	(9,505)	(10,230)	(11,324)	(12,536)	(14,134)
Shop Sales Subtotal (net of carriage)	808,312	863,650	932,391	974,402	1,015,752
Cost of Sales	(385,397)	(411,795)	(444,622)	(464,781)	(484,697)
Gross Profit	422,915	451,855	487,769	509,621	531,055
GP Margin %	52%	53%	53%	53%	53%
Other Income					
Sales Commission	4,550	4,897	5,270	5,510	5,704
Other Income Subtotal	4,550	4,897	5,270	5,510	5,704
TOTAL NET INCOME	427,465	456,752	493,039	515,131	536,760
EXPENDITURE					
Staff Costs (Pay)					
Permanent Staff	(197,432)	(207,720)	(217,348)	(227,423)	(237,965)
Temporary Staff	(12,342)	(13,339)	(14,305)	(15,245)	(16,214)
Staff Costs (Pay) Subtotal	(209,774)	(221,058)	(231,653)	(242,669)	(254,180)
Staff Costs/Revenue %	26%	25%	24%	24%	25%
Staff Costs (Other)					
Late Taxis	-	-	-	-	-
Provision	-	-	-	-	-
Recruitment Costs	-	-	-	-	-
Subsistence	-	-	-	-	-
Training	-	-	-	-	-
Uniforms	(641)	(660)	(683)	(701)	(721)
Staff Costs (Other) Subtotal	(641)	(660)	(683)	(701)	(721)
Premises & Equipment					
Cleaning	(169)	(174)	(180)	(185)	(190)
Decorations	(32)	(33)	(34)	(35)	(36)
Depreciation	(2,256)	(17,358)	(17,334)	(19,378)	(19,378)
Equipment Hire	(868)	(890)	(912)	(935)	(958)
Equipment Purchase	(780)	(800)	(819)	(840)	(861)
Maintenance	-	(1,000)	(1,025)	(1,050)	(1,077)
Maintenance Contracts	-	-	-	-	-
Premises & Equipment Subtotal	(4,105)	(20,254)	(20,305)	(22,423)	(22,501)
Consumables					
Carriage	-	-	-	-	-
Carrier & Paper Bags	(247)	(264)	(284)	(297)	(308)
Consumables	(569)	(609)	(654)	(683)	(709)
Other	-	-	-	-	-
Consumables Subtotal	(816)	(873)	(937)	(980)	(1,017)
Administration					
Credit Card Commission	(5,738)	(5,975)	(6,234)	(6,370)	(6,472)
Hospitality	(169)	(174)	(180)	(185)	(190)
Legal & Professional	-	-	-	-	-
Postage	(38)	(40)	(41)	(42)	(43)
Printing Costs	(295)	(303)	(314)	(322)	(331)
Publicity	(154)	(158)	(164)	(168)	(173)
Signwriting	-	-	-	-	-
Stationery	(169)	(174)	(180)	(185)	(190)
Subscriptions	-	-	-	-	-
Systems, Software & Development	-	-	-	-	-
Telephones	(507)	(522)	(541)	(555)	(571)
Travel	(170)	(175)	(181)	(186)	(191)
Administration Subtotal	(7,241)	(7,522)	(7,837)	(8,014)	(8,161)
TOTAL EXPENDITURE	(222,576)	(250,368)	(261,416)	(274,787)	(286,579)
Net Profit/(Loss)	204,889	206,384	231,624	240,343	250,180
NP Margin %	25%	23%	24%	24%	24%

9.10 Shop Extra

Imperial College Union Budget 2018-2023 Shop Extra

	2018/19	2019/20	2020/21	2021/22	2022/23
INCOME					
Shop Extra Sales					
Core Sales	458,898	484,011	507,026	529,056	547,706
Overage/Shortage	-	-	-	-	-
Shop Extra Sales Subtotal	458,898	484,011	507,026	529,056	547,706
Cost of Sales	(280,250)	(295,587)	(309,642)	(323,096)	(334,485)
Gross Profit	178,648	188,425	197,384	205,961	213,221
GP Margin %	39%	39%	39%	39%	39%
Other Income					
Other	-	-	-	-	-
Other Income Subtotal	-	-	-	-	-
TOTAL NET INCOME	178,648	188,425	197,384	205,961	213,221
EXPENDITURE					
Staff Costs (Pay)					
Permanent Staff	(101,892)	(107,007)	(111,967)	(117,157)	(122,588)
Temporary Staff	(37,026)	(40,016)	(42,914)	(45,736)	(48,643)
Staff Costs (Pay) Subtotal	(138,918)	(147,023)	(154,882)	(162,894)	(171,231)
Staff Costs/Revenue %	30%	30%	31%	31%	31%
Staff Costs (Other)					
Late Taxes	-	-	-	-	-
Provision	-	-	-	-	-
Recruitment Costs	-	-	-	-	-
Subsistence	-	-	-	-	-
Training	-	-	-	-	-
Uniforms	(359)	(365)	(367)	(376)	(383)
Staff Costs (Other) Subtotal	(359)	(365)	(367)	(376)	(383)
Premises & Equipment					
Cleaning	(95)	(96)	(97)	(99)	(101)
Decorations	(18)	(18)	(18)	(19)	(19)
Depreciation	(4,896)	(3,550)	(3,541)	(4,316)	(4,316)
Equipment Hire	(8,112)	(8,315)	(8,523)	(8,736)	(8,954)
Equipment Purchase	-	-	-	-	-
Maintenance	(3,385)	(470)	(556)	(645)	(736)
Maintenance Contracts	-	-	-	-	-
Premises & Equipment Subtotal	(16,506)	(12,449)	(12,735)	(13,816)	(14,127)
Consumables					
Carriage	(5,980)	(6,372)	(6,766)	(7,067)	(7,316)
Carrier & Paper Bags	(139)	(146)	(152)	(159)	(164)
Consumables	(319)	(337)	(351)	(366)	(377)
Other	-	-	-	-	-
Consumables Subtotal	(6,438)	(6,855)	(7,270)	(7,592)	(7,857)
Administration					
Credit Card Commission	(3,220)	(3,310)	(3,349)	(3,415)	(3,442)
Hospitality	(95)	(96)	(97)	(99)	(101)
Legal & Professional	-	-	-	-	-
Postage	(22)	(22)	(22)	(23)	(23)
Printing Costs	(165)	(168)	(169)	(173)	(176)
Publicity	(86)	(88)	(88)	(90)	(92)
Signwriting	-	-	-	-	-
Stationery	(95)	(96)	(97)	(99)	(101)
Subscriptions	-	-	-	-	-
Systems, Software & Development	-	-	-	-	-
Telephones	(285)	(289)	(291)	(298)	(304)
Travel	(95)	(97)	(97)	(100)	(102)
Administration Subtotal	(4,063)	(4,166)	(4,210)	(4,296)	(4,340)
TOTAL EXPENDITURE	(166,284)	(170,859)	(179,464)	(188,973)	(197,939)
Net Profit/(Loss)	12,364	17,565	17,920	16,987	15,282
NP Margin %	3%	4%	4%	3%	3%

9.11 Total Net Contribution by Outlet

Total Net Contribution by Outlet - Original Budgets

	2018/19	2019/20	2020/21	2021/22	2022/23
568 & Union	364,838	325,449	333,009	344,676	366,589
Metric	33,880	39,649	27,222	27,974	31,685
Reynolds	(2,995)	463	1,500	9,752	8,453
H-Bar	4,491	3,231	2,557	1,881	1,624
Union Dining Hall	(7,714)	(4,169)	(360)	3,599	7,560
Beit Venues	100,516	(26,012)	69,471	99,082	119,886
Union & Online Shop	204,889	206,384	231,624	240,343	250,180
Shop Extra	12,364	17,565	17,920	16,987	15,282
TOTAL	710,268	562,560	682,942	744,295	801,260
% Change year on year		-21%	21%	9%	8%
% Change from 2018/19		-21%	-4%	5%	13%

1

Total Net Contribution by Outlet - Flexed Budgets

	2018/19	2019/20	2020/21	2021/22	2022/23
568 & Union	294,767	325,449	333,009	344,676	366,589
Metric	24,784	39,649	27,222	27,974	31,685
Reynolds	(5,328)	463	1,500	9,752	8,453
H-Bar	4,491	3,231	2,557	1,881	1,624
Union Dining Hall	(7,714)	(4,169)	(360)	3,599	7,560
Beit Venues	100,516	(26,012)	69,471	99,082	119,886
Union & Online Shop	204,889	206,384	231,624	240,343	250,180
Shop Extra	12,364	17,565	17,920	16,987	15,282
TOTAL	628,768	562,560	682,942	744,295	801,260
% Change year on year		-11%	21%	9%	8%
% Change from 2018/19		-11%	9%	18%	27%

¹ Net contribution of approved budgets for 18/19 is £700,754. Contribution has increased to £710,268 in this version due to apportionment of the Bars & Catering Manager's salary across all sites.

10 Appendix

Appendix 1 – Commercial Services Org Chart

Appendix 2 – Bars organisational charts pre and post August 2018

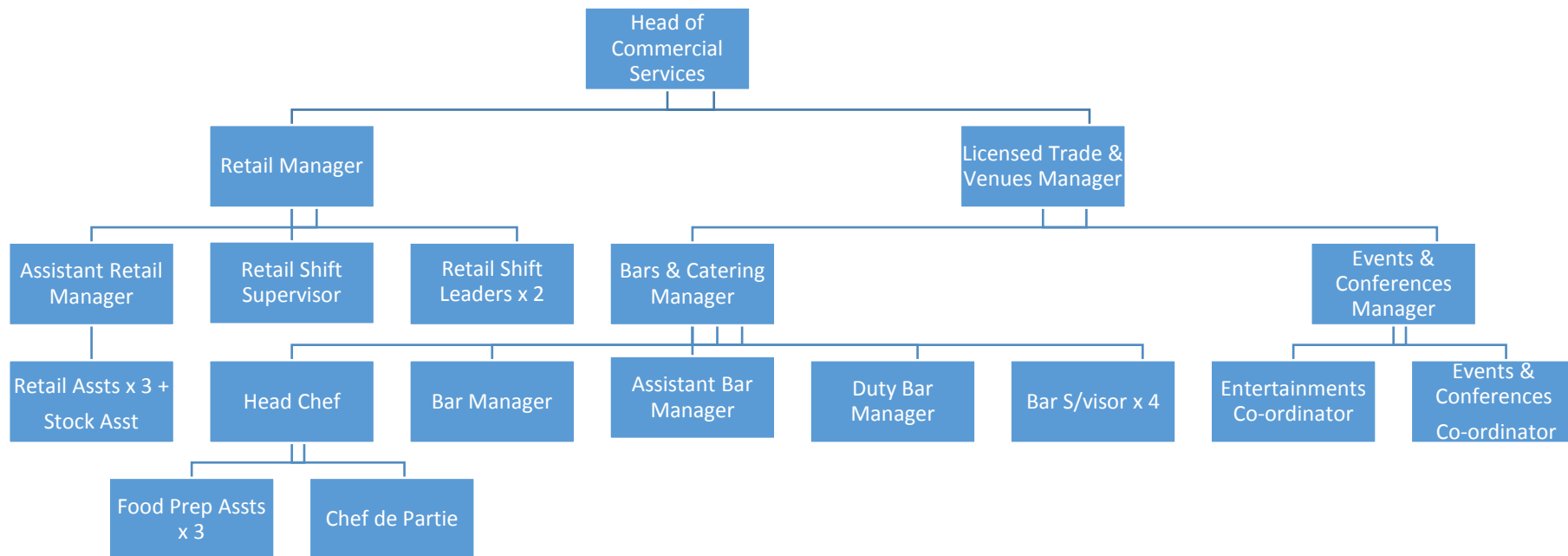
Appendix 3 – Room booking procedure

Appendix 4 – H-Bar Draft Heads of Terms

Appendix 5 – Standard Operational Procedures

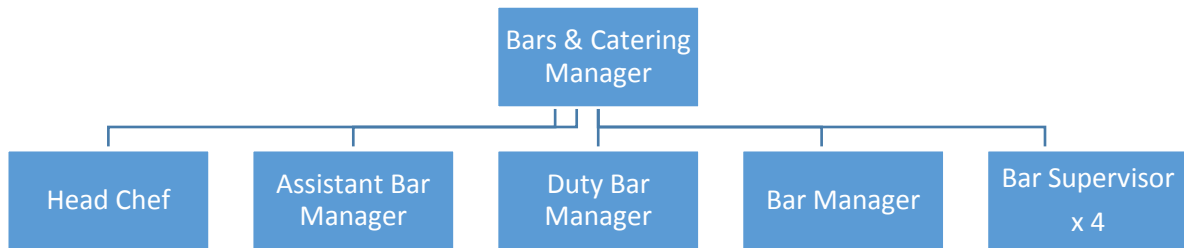
Appendix 6 – Shop Extra Consultation Report

10.1 Appendix 1 – Commercial Services Organisational Chart pre-August 2018

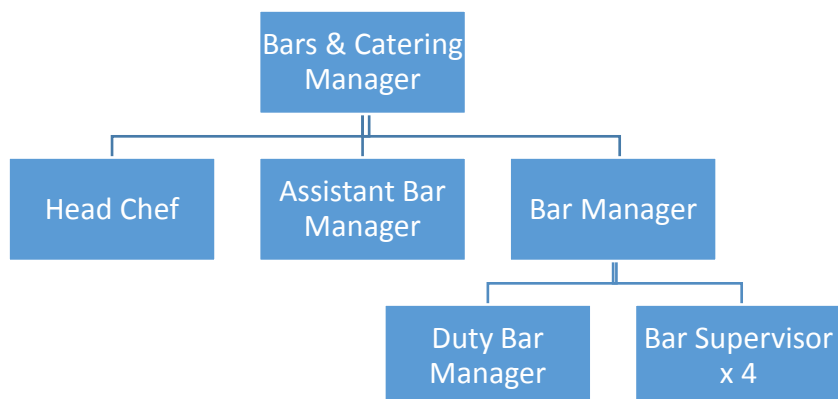


10.2 Appendix 2 – Bars Organisational Structure pre and post August 2018

Bars organisational structure pre-August 2018



Bars organisational structure post-August 2018



10.3 Appendix 3 – Internal Space Booking Procedure

Imperial College Union - Internal Space Booking Procedure

This document explains Imperial College Union's procedure for the use of bookable space; describing the rights and responsibilities for usage against defined criteria and priorities.

Goals

The Procedure aims to provide

- clarity for the process of requesting bookable space for Imperial College Union staff, Imperial students and external bookers
- a framework to describe how bookable space is prioritised against competing demand
- a shared understanding of roles and responsibilities for those requesting bookable space and those managing the booking request process
- defined expectations for the appropriate use of space, including good conduct expectations
- clear escalation routes for decision making
- guidance for the prioritisation of booking requests, including those where non-monetary value may bring student opportunities
- a record of access to bookable spaces for specific user groups e.g. Concert Hall User Group (CHUG) and Reynolds Basement user group (RBUG),
- guidance for trading exclusions

Scope

Bookable Spaces -

This procedure and its subsidiary procedures apply to all bookable spaces whose access, management and function is primarily a meeting or activity.

- Union Dining Hall
- Activity spaces 1 – 2
- Meeting rooms 1 - 6
- Concert Hall
- Union Gym
- Reynolds Basement Rooms

The following bookable spaces have a primary function of licensed trade. Their booking will be managed by exception from this policy.

- Metric
- H-bar
- Reynolds bar
- Union Bar
- 568

Exclusions to this procedure are:

- The booking of Imperial College London and external spaces.
- Beit Quad West Basement bookable spaces.

Definitions

SMG – Imperial College Union Strategic Management Group.

CSP's – Clubs, Societies and Projects that form a constituent part of Imperial College London Students' Union.

Annual Events- key dates agreed by SMG or their nominee that are prioritised over all other bookings, being fundamental to the operation of Imperial College Union or are a key College Calendar event for students. Including but not limited to:

- Freshers' Fair
- SACAs ceremony
- Summer Ball
- Graduation
- Trustee Board
- Planned maintenance
- Core commercial activity

Yearly Booking Allocation Procedure - the annual process by which regular or recurring CSP'S, Imperial College Union business, external and commercial space bookings are assessed, prioritised and managed.

Union Exception Dates- dates identified by Imperial College Union departments for key business requirements e.g. training, to inform the yearly room booking process. The Student Activities Department will manage requests from Imperial College Union departments as part of the Yearly Booking Allocation Procedure.

Ad-hoc booking- space bookings made via Imperial College Union departments on a non-regular basis to meet emerging requirements.

Concert Hall and Reynolds Basement bookings - These spaces can be block booked during the yearly room booking process. Bookings can be for regular hourly sessions, or for the period of a whole day at a time. These bookings should be allocated and agreed by all relevant CSP's in each User Agreement, and then recorded by the Student Activities Team alongside all other yearly bookings.

Traffic Light System- a matrix describing the relative priority for space booking across varying temporal conditions.

Leadership Team – SMG plus Imperial College Union Officer Trustees

Procedure

1. This procedure is owned by Leadership team with operational responsibility discharged through SMG. Leadership will be consulted if a value judgement on the relative merits of different activities is required, otherwise this is considered operational and staff-led (as per point 15).
2. The management of requests for bookable spaces are overseen jointly by the Student Activities Department, Beit Venues and the Administration & Support Department on behalf of the SMG.
3. The booking calendar will be constructed in an annual process in the following priority ² -
 - Annual Events will be confirmed and space requirements booked by January
 - Yearly room Booking Allocation requests from CSP's and Union Exception Dates will be reviewed and booked by July
 - Ad-Hoc bookings will be open for request from September
4. Ad-hoc requests for bookable spaces are managed via Imperial College Union's Room Booking System. The constituent departments of Imperial College Union will manage requests as follows -
 - A) Beit Venues – external and commercial requests (including Imperial College London), CSP'S requests for spaces identified as having a primary function of licensed trade
 - B) Student Activities Department – CSP'S requests, other student requests
 - C) Administration and Support Department – Imperial College Union internal business requests
5. In the event of emerging booking requests that could bring substantive benefit to Imperial College Union, these will be considered against the agreed prioritisation values identified in item 6. Beit Venues, the Student Activities Department, and the Administration & Support Department will hold joint responsibility for moderating changes to any existing booking.
6. Imperial College Union departments will be responsible for the timely communication and liaison with all those requesting bookable space.
7. The expectations for use of bookable space are described as follows:
 - Acceptable behaviour for Students booking the spaces is covered in the behaviour agreement³

² Flow chart of timeline

³ Appendix 1- Behaviour agreement and three strike policy.

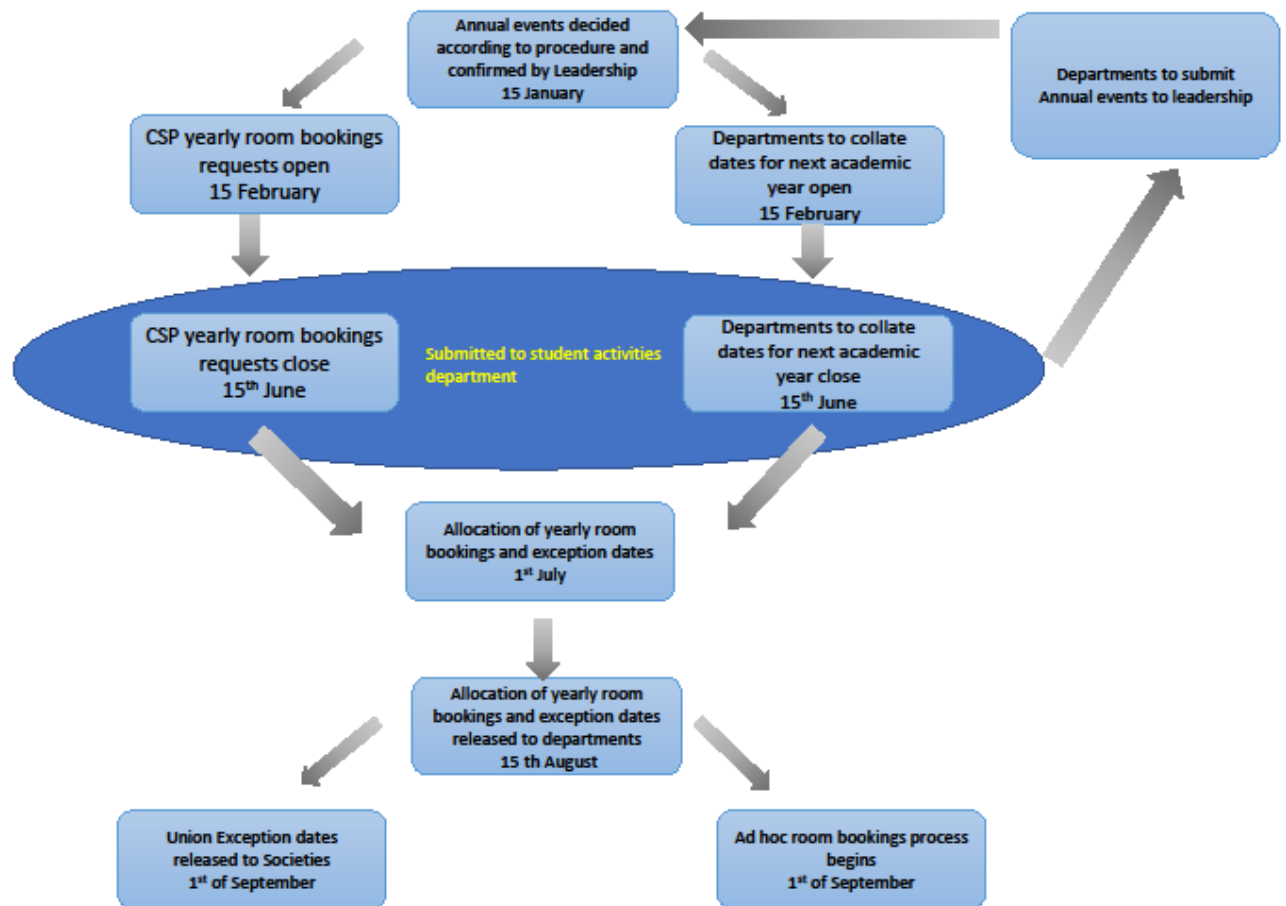
- External and Commercial booking behaviour is covered in the terms and conditions of bookings
 - Imperial College Union Department behaviours is be covered via line management
8. Imperial College Union departments are responsible for ensuring that those requesting space understand and adhere to the agreed expectations of use as described in item 6.
 9. Those requesting bookable space are responsible for providing accurate and complete information about intended room usage and who is responsible. Names and contact details for all bookings are held in the booking system.
 10. Bookable space requests may be considered against a number of values and risks including but not limited to, impact, financial, reputational, member focused, strategic aims and objectives. These values are defined by Leadership.
 11. Each space has a defined acceptable use where activities with specific requirements are prioritised against available spaces. ⁴
 12. The Room Booking Allocation Procedure for CSP's ⁵ describes how requests for bookable spaces are managed and will be published on the Imperial College Union website.
 13. Within the Imperial College Union Internal Space Booking Procedure, principles for prioritisation are decided in item 9 and the Traffic Light System.⁶ The Traffic Light System is reviewed annually by SMG or their nominee.
 14. Imperial College Union Departments are responsible for the management of all bookings. It is up to the individual Imperial College Union Department, who the room booking is for, to ensure that the space is set up correctly and left in the appropriate manner. If a booking needs to be cancelled or amended, it reverts back to the ad hoc procedure laid out in this document.
 15. Space booking disputes will be first discussed by Beit Venues, the Administration and Support Department and the Student Activities Department. These parties will consider the impact of the proposed events in light of the values identified in procedure item 9. Where agreement cannot be reached on this basis, the issue will be escalated to the Leadership Team for arbitration.
 16. This Procedure is reviewed annually by SMG prior to the booking period for the following academic year.

⁴ Appendix 2- Defined acceptable use of space document.

⁵ Appendix 3 – Room Booking Allocation Procedure for CSP's

⁶ Appendix 4- Traffic light system

Flowchart of annual timeline



Imperial College Union's Three Strike Procedure on Space Usage

Goals

- To ensure fair and correct usage of space.
- To ensure health and safety matters are continually upheld.
- To stop recurring issues with space management and state.
- To ensure all CSP's and their activities are protected and that all Imperial College Union Space is well managed and upkeep is to a high standard.

Scope

This Procedure applies to all CSP's, internal staff and external organisations making bookings in any IMPERIAL COLLEGE UNION space.

Procedure

1. All bookings require a name and contact details to be associated with them at the point of booking. These will be the User's details and will be a point of contact for any issues with the room.
2. All room users have a responsibility to return rooms to an acceptable standard and layout⁷.
3. Any discrepancies or issues with a room should be reported to the Union Reception at the earliest possible opportunity. Pictures of the room state should be included in any email correspondences as evidence.
4. If the evidence is deemed to be sufficient to cause complaint, reception staff will send the complaint on to the team that made the booking (Student activities for Clubs and Society bookings, Administration for internal staff and Beit Venues for external bookings)
5. If a room is reported to not be fit for use or has been left in an unacceptable state, then the user with the previous booking will be contacted and issued a "strike".
 - a. For CSPs this will affect the whole club and any member who has made a booking in that clubs name.
 - b. For staff this will take the form of a warning from the Administration team
 - c. For any issues with external bookings, they will be dealt with as outlined in their event contracts.
6. Further complaints will result in further strikes:
 - a. For Clubs and Societies, at three strikes all bookings made by the CSP will be cancelled for a month. No additional room bookings will be made during this period.

⁷ Standard layout diagrams are displayed outside each room to illustrate how it should look.

- b. For staff, a third strike will result in a warning from their relevant directorate head and may result in a reduction in room booking priority.
- 7. After the exhaustion of three strikes being issued, any further strikes will result in but, not limited to, further cancellations of room bookings and the removal of room booking privileges. The Deputy President Clubs and Societies will have final say on summary punishments for the club in cases of repeat offending. The relevant head of directorate will be responsible for issuing further sanctions on staff members and teams.
- 8. If any damage or issues regarding state readiness of a space results in costs these will be covered by the User in question.
- 9. The Deputy President (Clubs & Societies) will have oversight of this process for CSPs.
- 10. The Administration team has oversight of this process for internal staff bookings.
- 11. Beit Venues has oversight of this process for external bookings.

Appendix 2

Space Prioritisation in the Union Building

The following document illustrates the acceptable use of Union spaces, and guidelines on the activities events and all other bookings which can be prioritized or are suitable for allocations in these spaces.

This document is open for rolling review for adjustments to be made by the Leadership Team.

Meeting Room 1

A carpeted meeting room with tables, chairs and AV equipment. A capacity of 30 maximum seated and 35 as a cleared space. The room is formed by a partition wall, separating Meeting Rooms 1 and 2, which can be moved to create one large space. It is also accessible for catering and has disability access through the Union Activity Spaces.

The space is most suited for, but is not limited to:

- General meetings
- Training and presentations
- Small group workshops
- Non-physical activities e.g. singing groups, small scale rehearsals

Meeting Room 2

A carpeted meeting room with tables and chairs. A capacity of 20 maximum seated and 30 as a cleared space. The room is formed by a partition wall, separating Meeting Rooms 1 and 2, which can be moved to create one large space. It is also accessible for catering and has disability access through the Union Activity Spaces.

The space is most suited for, but is not limited to:

- General meetings
- Training and presentations
- Small group workshops
- Non-physical activities e.g. singing groups, small scale rehearsals

Meeting Room 3

A carpeted meeting room with tables, chairs and AV equipment. A capacity of 50 maximum seated and 65 as a cleared space. This space has very easy disability access and is ideal for catering. This room also holds a piano and has access to Snooker Room.

The space is most suited for, but is not limited to:

- General meetings
- Training and presentations
- Small group workshops and seminars
- Non-physical activities e.g. singing groups, small scale rehearsals

Meeting Room 4

A meeting room with tables, chairs and AV equipment. A capacity of 40 maximum seated and 55 as a cleared space. This space is situated with good access to the Union Concert Hall stage through the East Staircase, with access to the stage rigging. This room also holds a piano. This space is not accessible for wheelchair users or catering when Meeting Room 3 is in use.

The space is most suited for, but is not limited to:

- General meetings
- Training and presentations
- Small group workshops and seminars
- Non-physical activities e.g. singing groups, small scale rehearsals

Special considerations need to be made for booking this space for the following: CSP'S Show Seasons, Welcome Week, Union Summer ball. This is due to special access needed for the Union Concert Hall or storage of equipment and resources.

Meeting Room 5

A carpeted meeting room with tables, chairs and AV equipment. This is a shared space for students and staff in which all possible staff bookings should be held over non-prioritised staff spaces. Please note there is no disability access to this room. It is based on the East stairwell.

This space is suitable for:

- Meetings, group workshops and seminars
- Training for staff or students (led by a staff member)
- Quiet work areas
- Committee, Board and team meetings

Meeting Room 6

A meeting room with tables, chairs and AV equipment set up in a boardroom style. This is a prioritised staff space where all possible staff bookings should be held over non-prioritised staff spaces. This space is only accessible through the Student Union Offices so will have limited access.

This space is suitable for:

- Meetings, group workshops and seminars
- Training for staff or students (lead by a staff member)
- Quiet work areas
- Committee, board and team meetings

Activity Space 1

A clear, wooden floored space with a capacity of 65. The space can also be used with tables and chairs at a capacity of 30. The room is formed by a partition wall, separating Activity Space 1 and 2, which can be moved to create one large space. This space is easily accessible for catering and any disability needs.

This space is suitable for, but is not limited to:

- Large group meetings, group workshops and seminars
- Physical activities including fitness classes, dance groups and martial arts
- Campaigns and one off events

Activity Space 2

A clear, wooden floored space with a capacity of 65. The space can also be used for tables and chairs at a capacity of 30. The room is formed by a partition wall, separating Activity Space 1 and 2, which can be moved to create one large space. This space is accessible for catering and any disability needs with a route through Activity Space 1.

This space is suitable for, but is not limited to:

- Large group meetings, group workshops and seminars
- Physical activities including fitness classes, dance groups and martial arts
- Campaigns and one off events

Union Dining Hall

This space is essential for commercial dinners and large events, situated by the kitchen. As these types of events are not reoccurring or regular bookings which would be limited to specific times, the space is also suitable for many other activities and events. The space benefits from a high ceiling and wooden floors and can be cleared to make an empty space for a capacity of 150. Seating can be arranged for a maximum of 100 or 80 with tables.

This space is suitable for, but is not limited to:

- Conferences and large events
- Dinners and private parties
- Physical activities needing height or large space requirements

Union Concert Hall

This is a specialised for theatre productions, orchestras and other arts events needing a stage space. The space is also equipped with a cinema screen as well as technical and lighting facilities. There is a capacity of 200 for productions and conferences but can also be used in cabaret style or a clear space. This space is also highlighted as an essential commercial space, as well as large Union events such as Welcome Week, Freshers' Fair and Summer Ball.

This space is suitable for, but is not limited to:

- Arts and Entertainments productions e.g theatre productions, musical concerts, dance showcases, cinema screenings
- Conferences and large events
- Dinners and private parties
- Physical activities needing height or large space requirements

Union Gym

A clear, wooden floored space with a capacity of 110. This space includes mats and benches, and is easily accessible for any disability needs.

This space is suitable for, but is not limited to:

- Physical activities including fitness classes, dance groups and martial arts

Appendix 3

Room Booking Allocation Procedure for CSP's

The yearly bookings process allocates the use of Imperial sports facilities, Union space and, when possible, Imperial College London space, to our affiliated clubs, societies and project groups (CSP's) for their regular activities. Each year we have to reallocate the limited spaces available to CSP's as our number of societies is ever-increasing.

In an effort to make the allocation of annual bookings as fair as possible, Imperial College Union and Sport Imperial use the following criteria to make decisions.

1. Suitability of space (including access to equipment)
2. Frequency of booking requests
3. Number of allocations securing prime time
4. Number of allocations already secured
5. Number of students involved

How do we assess these factors?

1. The **suitability of space** will be assessed on the room criteria and equipment in conjunction with the activity requested. This will include:

Flooring (pitch, astroturf, carpet, wooden)

Size/capacity of the room

Equipment provided (AV, tables, mirrors)

Access to existing equipment stores

The CSP'S whose activity meets the majority of the room criteria will be awarded the space.

2. The **frequency of bookings** on a weekly basis will be considered when CSP's are competing over a space. We endeavour to allocate at least one of the requests per CSP'S, if not all. Those who have requested multiple days a week may not be awarded all requested days.

3. If one of the CSP's in question has already been allocated a prime time slot another day of the week for their activity, the CSP'S which is competing for the same space *without* a previous prime time booking will be allocated the space. A 'prime time' booking is considered the following:

Weeknights 17:00 – 21:00

Wednesdays 12:00 – 20:00

Weekends 10:00 – 18:00

4. If one of the CSP's in question has already been allocated the majority of their requested spaces for activities on a weekly basis, the competing CSP's with fewer allocations will be awarded the space.
5. Imperial College Union and Sport Imperial endeavour to facilitate activity for the entirety of our members. The staff members allocating the spaces will look at how many of our members will be impacted should the given space not be given to the requesting CSP'S.

Termly bookings will also follow the same criteria for allocations as yearly bookings. Termly bookings include a regular (once weekly) booking requested for a recurring time and day. These bookings will

be assessed on the same deciding factors as yearly bookings. Imperial College Union will endeavour to process and allocate termly bookings before allowing ad hoc requests from CSP's.

Imperial College Union and Sport Imperial will not be basing their decisions on historic booking allocations, but on the information provided in this year's annual applications. These principles have been agreed upon by Imperial College Union and Sport Imperial and are final.

For those clashes that cannot be solved using the above criteria, a decision will be made at the discretion of the Deputy President (Clubs and Societies.)

NB: Sport Imperial facility bookings will be taking on board the above criteria, but allocations will also consider club suitability for the following:

1. Sports clubs training for BUCS/LUSL competitions
2. Appropriate training dates based around club fixture dates- i.e. a club competing on Wednesdays have early-mid-week slots, clubs competing at weekends have mid-late week slots

Appendix 4

Traffic Light System and Union Room Bookings Procedure

- To limit disruption to CSP's, internal business requirements and external clients.
- To give guidelines on when CSP's internal business requirements and external client should be prioritised.
- To make availability clear for Commercial and internal bookings.
- To have a process to follow in the event of cancellations and disruptions.

Scope

This procedure applies to all bookings in Imperial College Union spaces and encompasses CSP'S, Beit Venues and Imperial College Union staff bookings.

Procedure

1. The traffic light procedure is to be followed by all. Each Imperial College space will have a designated traffic light system. These will change between term times and holiday periods
 - a. Periods in Red have internal business requirements and CSP'S priority. No other bookings should be made unless all yearly bookings have been processed.
 - b. Periods in Amber need discussion between the Student Activities Department and another party (eg. Beit). These are generally not oversubscribed times but any conflicts should have consultation to look for alternative space for one of the competing bookings.
 - c. Periods in Green need no consultation to book and can be booked by following the ad-hoc booking process
2. Busiest usage periods by CSP's are recorded and, in respect, the Traffic Light System continually reviewed and updated at least annually.
3. Imperial College Union to give a minimum of two weeks' notice to room bookers in the event of a conflict booking, unless exceptional circumstances.⁸
4. Have regular Beit Venues, Commercial or Internal business staff bookings timetabled and available for students to view to, avoid these time periods and submit requests around these.
5. Have regular Beit venues and Student Activities Department meetings to resolve conflicts and pass on updates and information on bookings.
6. Cancellations and disruptions are logged by, with a record of how many times a club is moved, changed or cancelled.

⁸ Exceptional circumstances include any health and safety matters or pre-agreed arrangements with Senior Management.

- a. If one of the CSP's is experiencing major/numerous disruptions to their requested spaces for activities, the "sharing out" of disruption will be investigated. (See below example diagram).

Club A	Club B	Club C
Conflict		
Conflict		
Conflict		

Club A	Club B	Club C
Conflict		
	Conflict	
		Conflict

- 7. In the event of a cancellation or disruption to a booking, a remedy should be found.
 - a. Alternative space found in Imperial College Union or College space for the activity to be still carried out at the same time and date.
 - b. For any cost to be discussed. These should try to be compensated to varying extents.
 - i. Offering extra space, time or training facilities.
 - ii. Covering the financial costs of a session moving to a venue not covered by Imperial College Union booking agreements (such as Sport Imperial facilities or College Spaces such as the Queens Tower Rooms).
- 8. In the event of escalation the Imperial College Union Space Booking Procedure will be referred to and the process followed by all parties involved.

10.4 Appendix 4 – H-Bar Draft Heads of Terms 02.07.2013

Definitions	<p>“CS” – means the Campus Services department of Imperial College London.</p> <p>“ICU” means Imperial College London</p>
Length of Agreement	36 months, with a review period and mutual break clause at 12 months
Recruitment	All staff related to Catering will be recruited by CS. All bar staff to be recruited by ICU. Efforts shall be made to run shared recruitment initiatives as appropriate.
Service Delivery	CS to be responsible for the front of house and back of house operations of the Catering side of Level 0. ICU to be responsible for the operations of the Bar, except the kitchen provision.
Stock	CS responsible for the procurement and management of all catering-related stock and catering stores. ICU to be responsible for the procurement and management of all licensed-trade related stock and bar cellar.
Food Hygiene	CS and ICU to ensure that all staff have appropriate level of food hygiene certification. ICU and CS to comply with CS Food Safety management system.
Food Hygiene registration	CS to register the Catering Areas in compliance with the law
Conferencing	CS will be responsible for coordinating the hire of the space for external events, and will receive any direct revenues relating to these events. ICU will receive any revenues related to bar sales at these events.
Entertainments	ICU will be responsible for the development and delivery of a programme of entertainments suitable for postgraduate students.
Contract Management	The contract will be overseen by the College Secretary who will rule on any disputes. Monthly meeting to take place between Head of Catering Operations (CS) and Commercial Services Manager (ICU). Quarterly meeting to place between the above, and Director of Campus Services (CS) and Managing Director (ICU)
Financial Arrangements – Revenues	ICU will receive all sales income that is achieved through the bar area of the outlet and shall return any revenues related to food sales to CS. CS will receive and retain all sales

	income achieved through the catering area of the outlet.
Financial Arrangements – Accounting	CS and ICU will agree a method of management accounting, including the allocation of central costs and overheads, on an annual basis.
Financial Arrangements – Monitoring	CS and ICU will individually produce monthly management accounts for their respective parts of the outlet within 10 working days of the end of each month and share them. These accounts will be reviewed and discussed at the contract management meetings.
Financial Arrangements – Surplus	CS will retain all surpluses generated through the operation of the catering elements of the outlet. ICU will return the first £15,000 of surplus to CS on an annual basis and retain 50% of surpluses over this amount.
Credit card services	ICU will ensure that a credit card payment system is available in the bar. The costs of this system and the transaction costs will be included in the overheads of the outlet
Financial arrangements – audit	ICU and CS will ensure that their respective parts of the outlet’s operations are covered by existing audit arrangements. The Union shall also at all times upon reasonable notice allow the auditors, its officers, agents and other persons authorised by the College in writing to have access to inspect books and records
Tariffs	The tariffs charged for food and beverage items shall be agreed between CS and ICU in writing from time to time. Tariffs displayed within the Catering Areas and Bar Areas shall be fully inclusive of VAT where applicable.
Tariffs – changes	Changes in bar tariffs other than those reflecting movement in the manufacturer’s recommended retail price or inflation as measured by the RPI shall be agreed with CS whose agreement shall not be withheld unreasonably. All proposed changes in tariff must be notified to CS at least 14 days prior to proposed introduction except where responding to an immediate change in Excise Duty or VAT.
Premises	CS shall make available at no cost to the ICU access to the premises including plant, fixtures, fittings and furnishings for use in the provision of the Services.

Cleaning

CS shall provide the necessary building, plant and general maintenance

ICU shall supply and subsequently be responsible for the replenishment and maintenance at its own cost of all stocks of light equipment to include crockery, glassware, utensils and other additional items required for the provision of Bar Services. The design and style of crockery, glassware and cutlery and other service ware shall be approved advance by the CS, whose approval shall not be withheld unreasonably.

ICU agrees not to alter, add to or in any way vary the Catering Areas without having first obtained the consent in writing of CS, which shall not be unreasonably withheld or delayed.

ICU shall ensure that all relevant equipment installed or used within the Bar Areas is compliant with the requirements of electrical and pressure testing and is certificated accordingly.

CS shall be fully responsible for arranging and the cost of all cleaning within Public Areas - day, overnight and periodic, in accordance with good industry practice and current legislation.

ICU be fully responsible for arranging and the cost of periodic cleaning of the 'back of house' Bar Areas.

ICU shall maintain the Bar Areas in a safe, clean and hygienic condition at all times in accordance with good industry practice and current legislation and to the reasonable satisfaction of CS.

ICU shall be responsible for the daytime cleanliness of the Bar Area(s), removing any debris and clearing spillages.

Rates	ICU shall pay all non-domestic business rates attributable to the Catering Areas, Dining Areas and Public Areas.
Refuse	CS shall arrange for the removal of waste placed in the designated areas by ICU. Such removal shall be at no cost to the ICU provided that ICU adheres to the procedures for using the area.
Pest Control	Pest control shall be the responsibility of CS and all such work shall be carried-out at no cost to the Union except where the negligent acts or omission of the Union are attributable in whole or part for any ingress infestation or other contamination by rodents, vermin, birds, insects or other pests or damage to CS stock. In such instances the CS may recover from ICU all or part of the costs of the pest control that are reasonably deemed attributable to the negligence of the Union.
Deliveries	<p>ICU shall ensure that a member of its personnel is available at all requisite times to receive deliveries for its operations. CS, its employees and security contractors (if different) shall not be called upon to receive deliveries on behalf of ICU.</p> <p>Deliveries shall be timed in accordance with site regulations and as agreed with CS from time to time.</p>
Telephones	CS shall arrange, at its expense, the installation of one external telephone line for the exclusive use of ICU. ICU shall be responsible for the cost of line rental and calls relating to the telephone line, and the CS may invoice ICU from time to time for reimbursement of costs relating to use of an internal extension
Marketing and Signage	<p>ICU shall work with the CS on the marketing of the Catering Areas and shall also participate in joint promotional ventures with CS.</p> <p>ICU shall only display menus, signs and notices relating to the provision of the Services in those areas specifically permitted</p>

	<p>in writing by CS. No menus, signs, notices or A-Boards may be displayed or placed outside unless approval has been obtained from CS, which will not be unreasonably withheld and subject to any statutory consents and not impeding access or fire escape routes.</p>
<p>First Aid and Accidents</p>	<p>CS shall be responsible for the provision and replenishment of first aid boxes within the outlet for usage by all staff.</p> <p>CS shall be responsible for maintaining a written record of any accidents involving either its staff or the general public, whether of a major or minor nature. CS shall also maintain a record of any other dangerous occurrences with the Catering Areas or the Dining Areas.</p>
<p>Utilities</p>	<p>CS will provide to the Bar Areas all the mains services and drainage as required</p> <p>CS shall not be responsible for any disruption to such services or utilities or the consequences thereof where the same is due to causes beyond the control of CS</p> <p>ICU shall ensure that the plant and facilities in the Catering Areas are used with due regard to conservation and shall exercise appropriate and practical energy management control in the course of operations.</p> <p>CS reserves the right to seek reimbursement from ICU of a reasonable proportion of the utility costs incurred by CS in connection with the Catering Areas and Dining Areas if adequate controls are not applied by ICU.</p>
<p>Fire Safety</p>	<p>CS shall apply to the relevant authorities and obtain the necessary fire safety certificates and licenses for its operations at the outlet. All associated costs shall be at CS's expense</p>
<p>Training</p>	<p>ICU shall recruit as required, employ and provide sufficient numbers of staff of the suitable grade and calibre at all times to provide and maintain the Services. ICU shall ensure its staff are at all times suitably trained, courteous and of neat appearance.</p>

IC and CS shall be responsible for the training of their own staff but shall look for avenues for joint training initiatives where appropriate

ICU shall recruit an appropriately qualified manager for its operation.

10.5 Appendix 5 – Standard Operational Procedures

New Supplier Set Up

Key Principles

- Value for money (VFM, i.e. the most favourable balance of cost, efficiency and quality) is the key principle underpinning all Imperial College Union purchasing decisions.
- New suppliers where goods and services are over the value of £5,000 per annum will have proved VFM by either already being on the Imperial College London approved supplier list or through a tender process⁹
- Suppliers providing goods and services that are paid for using a Union credit card would be included in this procedure
- Any new supplier will be set up in accordance with Imperial College Union requirements as stated in its Financial Procedures
- The approval of suppliers will be done so by the Licensed Trade & Venues Manager and Retail Manager for their respective areas¹⁰
- A Declaration of Interest (DOI) affirmation must be ticked on eActivities during set up to state that there is no conflict of interest with the supplier. Any conflicts of interest must be declared to the Managing Director, Head of Finance & Resources and the Deputy President of Finance & Services in order for the supplier to be approved¹¹
- Supplier agreements where a signed contract/credit form is required will be done by the¹²:
 - Deputy President of Finance & Services
 - Union President
 - Managing Director

Standard new supplier process

See attached process map

Exceptions

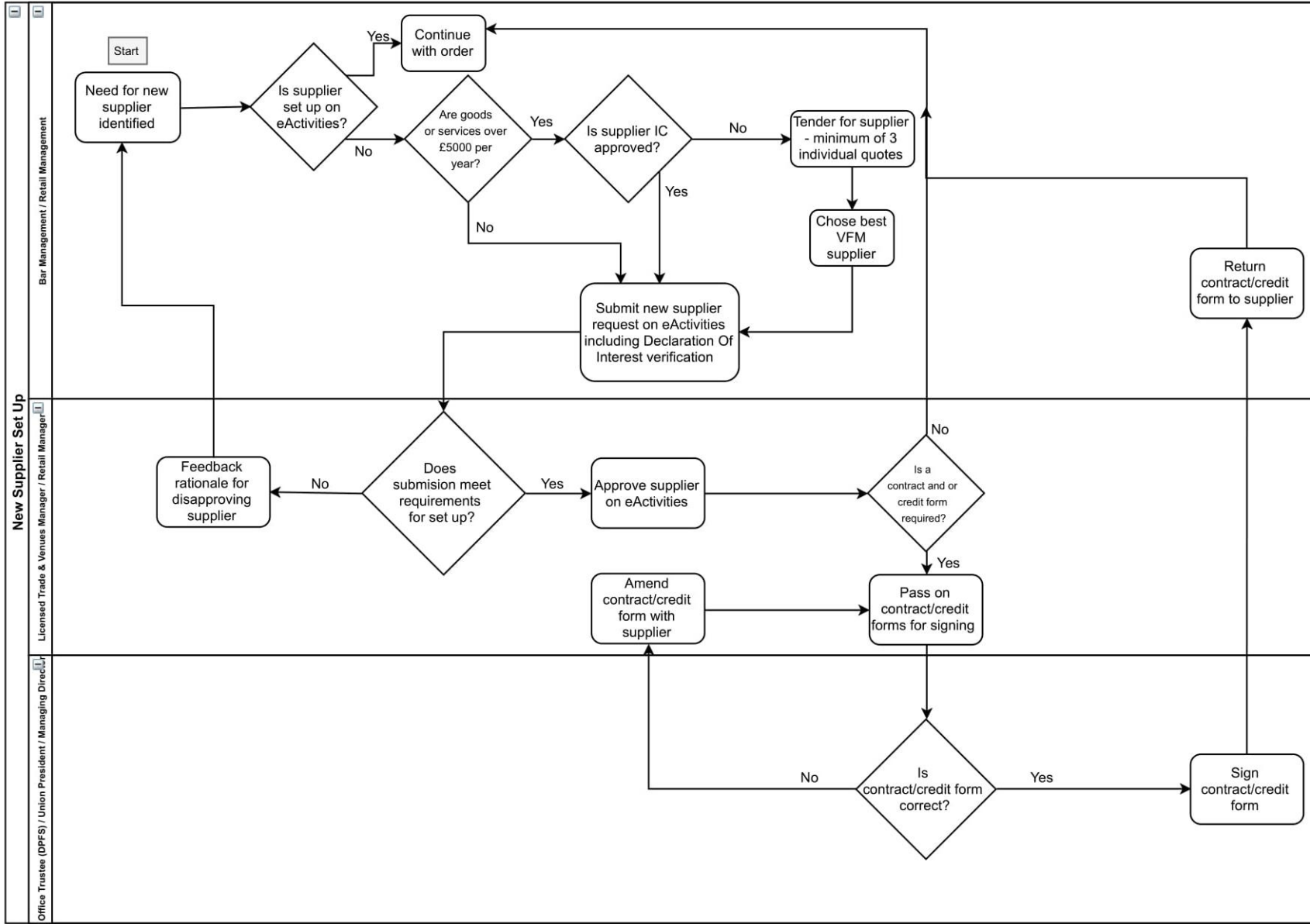
- Exceptions are not expected to be common and can only be authorised by a member of the Strategic Managers Group
- In situations where the Licensed Trade Manager & Venues Manger or the Retail Manager submit a request for a new supplier the request will be authorised/disapproved by the Head of Commercial
- The Managing Director in consultation with the Head of Finance & Resources may agree in advance the award of a tender other than those offering the lowest price. Any such decision must be disclosed at the next Finance and Risk meeting

⁹ Recommendation: £5,000 as stated in the Financial Procedures Manual appears to be of too high a threshold for where the proof of value for money should be documented. This figure should be reviewed so that a suitable level can be found for both Licensed Trade and Retail suppliers

¹⁰ Recommendation: A request has already been made by the Union's Finance Manager to have eActivities adapted to follow this procedure

¹¹ Recommendation: A request has already been made by the Union's Finance Manager to have eActivities adapted to follow this procedure

¹² Recommendation: The nomination of those authorised to sign contracts and/or credit agreements is not currently in the Union's Financial Procedures Manual and therefore should be added. Only contracts that extend beyond the current financial year are mentioned with the DPFS, Union President jointly with the Managing Director being nominated to do so



Ordering Goods for Resale

Key principles

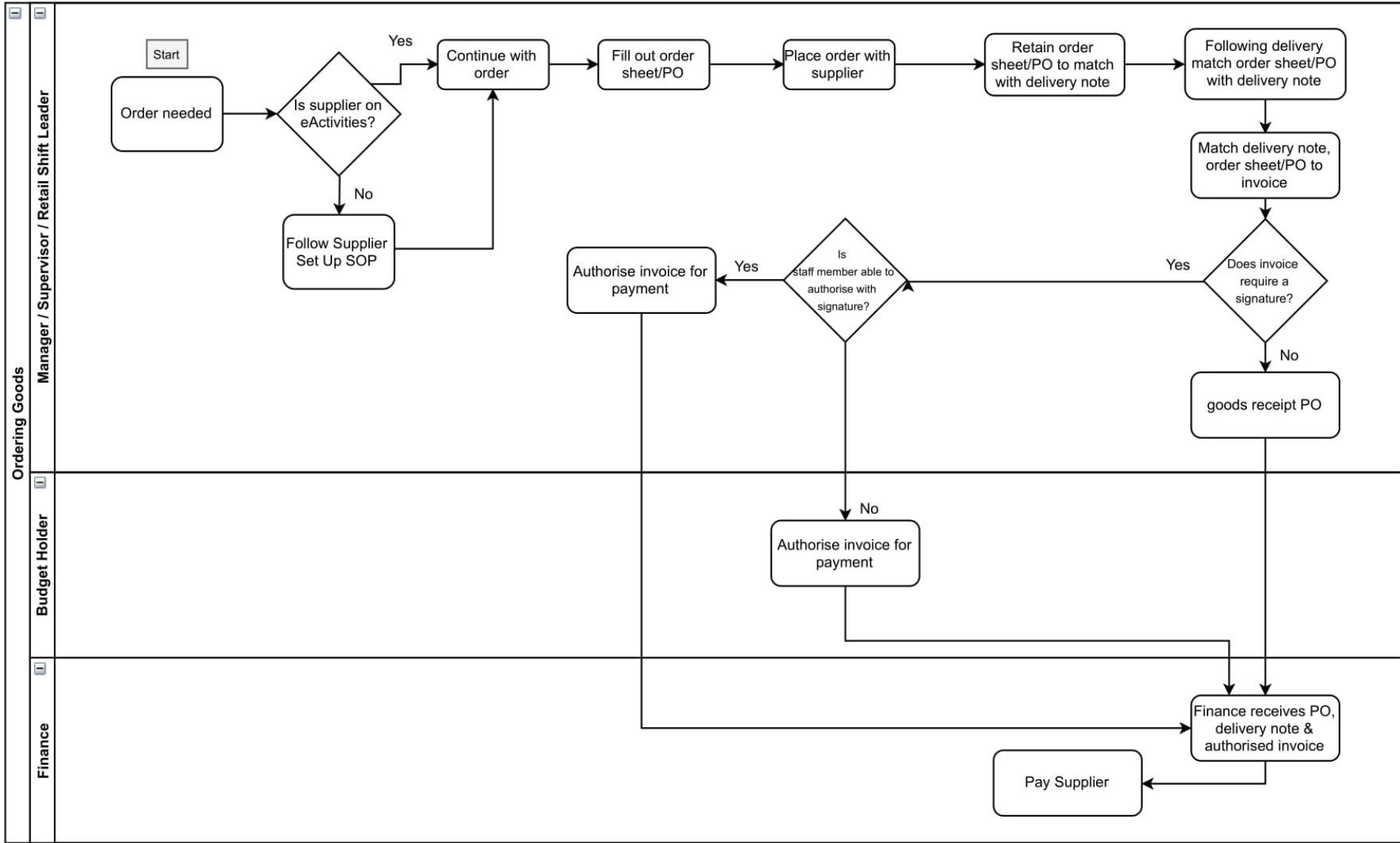
- Suppliers already approved and set up on eActivities should be used first as they have agreed as showing value for money
- Those suppliers who Imperial College Union have a contract in place with should always be used whilst within the contract period
- Goods should be ordered by the relevant Manager, Supervisor or Retail Shift Leader according to their area of work/outlet. Only approved products which have been agreed as part of contractual obligations or deemed suitable by the Licensed Trade & Venues Manager and the Retail Manager should be purchased for their respective areas
- A sequentially numbered Order Sheet/Purchase Order must be completed for each order
- Managers/Supervisors/Retail Shift Leaders placing orders should not be the same as those checking and goods receiving the order at time of delivery

Standard ordering goods for resale process

See attached process map

Exceptions

- If an Order Sheet/Purchase Order cannot be completed for whatever reason the Licensed Trade & Venues Manager or Retail Manager can authorise the ordering of goods in an emergency situation for their respective areas
- On occasion the checking, receiving and signing for of goods at the time of delivery may be done by the person who placed the order. This should only be due to operational limitations



Receipt of Goods

Key principles

- Segregation of duties where possible (i.e. the person receiving the order will be different from the person that placed the order)
- Goods will be rejected if not at the correct temperature, not ordered in the first place or defective in any way

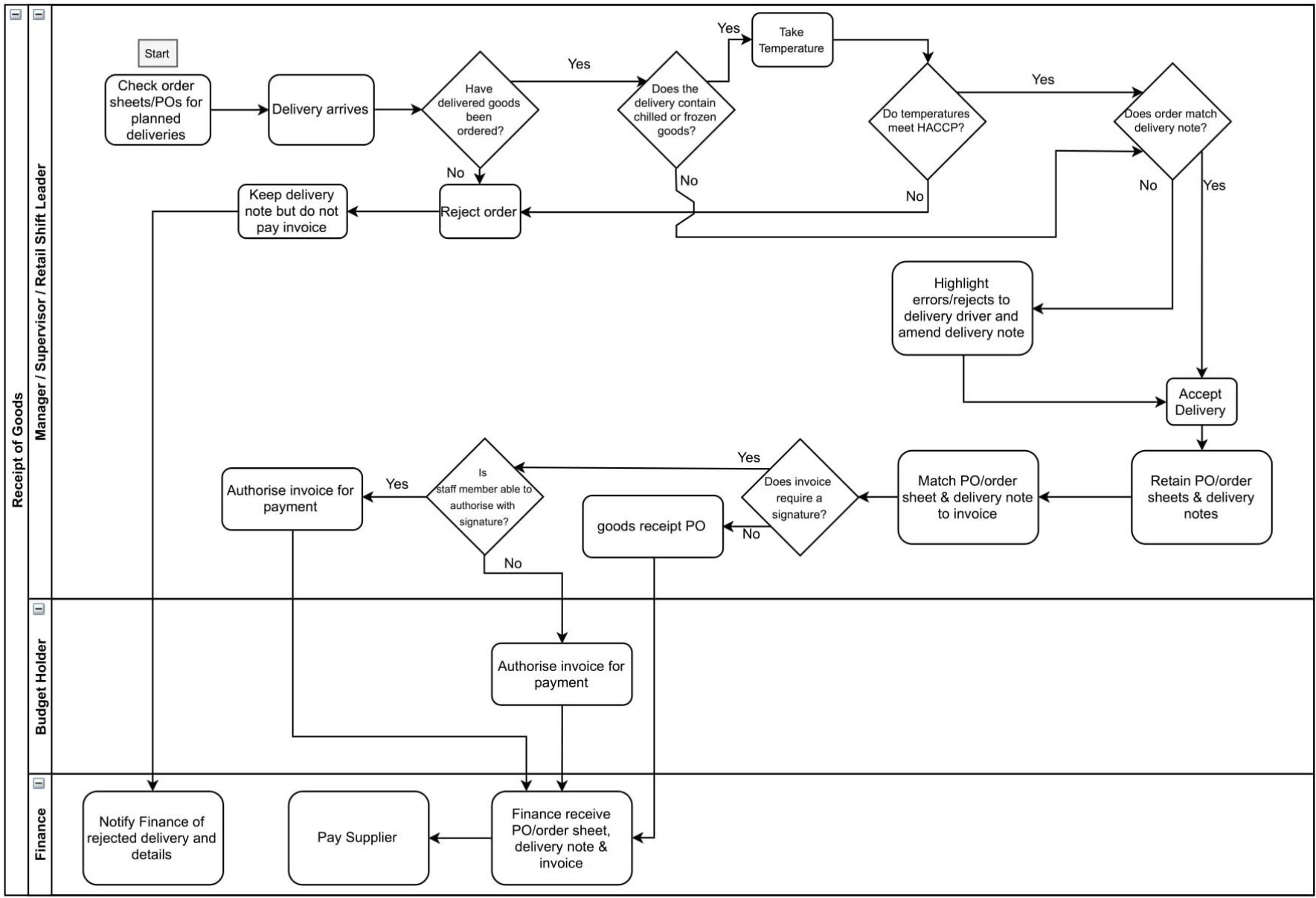
Standard receipt of goods process

See attached process map

Exceptions

- In smaller outlets with fewer staff it may not always be possible to segregate duties, meaning the person that ordered the goods may be the person that receives the goods and goods receipts them in the epos system. In this instance, periodic spot checks will be carried out by the Licensed Trade & Venue Manager and Retail Manager for their respective outlets
- Currently, h-bar does not goods receipt within the epos system¹³

¹³ Recommendation: h-bar should be on the same epos as other Union commercial outlets. Conversations with college to put the outlet on our epos should be held to enable consistency



Wastage

Key principles

- All goods that are part of stock and not sold or stored must be recorded as wastage
- Wastage levels will be monitored and anything above the wastage threshold will be investigated by the Licensed Trade & Venues Manager and the Retail Manager for their respective areas¹⁴

Standard wastage process

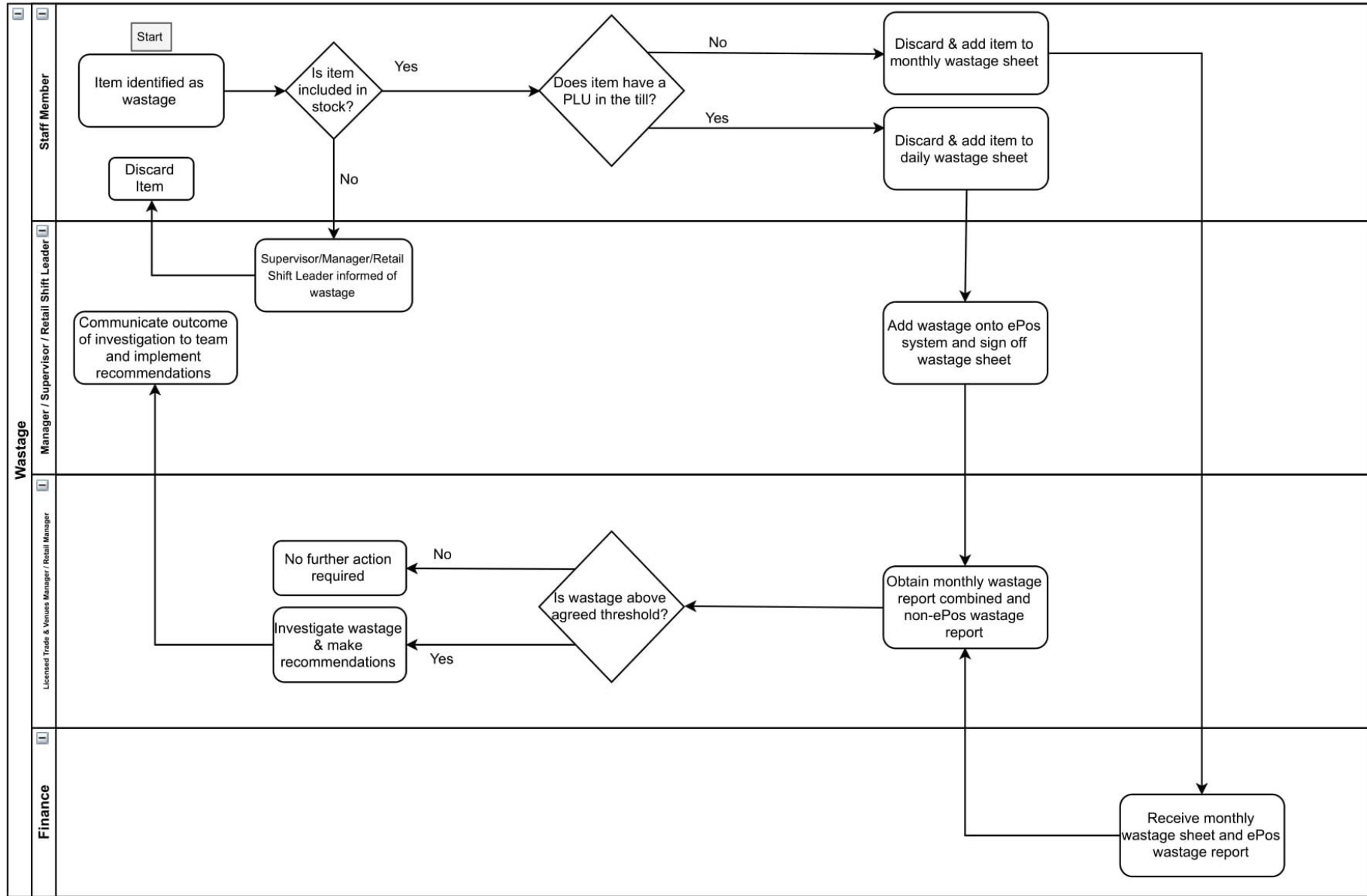
See attached process map

Exceptions

- Retail do not waste items through the epos. Currently all wastage will go onto the monthly wastage sheet¹⁵

¹⁴ Recommendation: Threshold levels for investigations are not yet part of the Union's Finance Manual. These should be agreed upon and added

¹⁵ Recommendation: Retail should be wasting the items through the epos. Wastage function to be investigated



Stocktaking

Key principles

- The stock holding level on the epos system is the definitive record of stock holding by unit¹⁶
- All goods will be counted on the last day of each month after the outlet has closed or the first day of the next month before the outlet has opened excluding any deliveries made that day
- Any free goods that are acquired as a result of a purchasing promotion or other acquisition will be added to stock and included in the valuation
- Stock variances above the agreed tolerance will be investigated by the Licensed Trade & Venues Manager and the Retail Manager for their respective areas¹⁷
- All Licensed Trade outlets will complete daily line checks on their key products

Standard stocktaking process

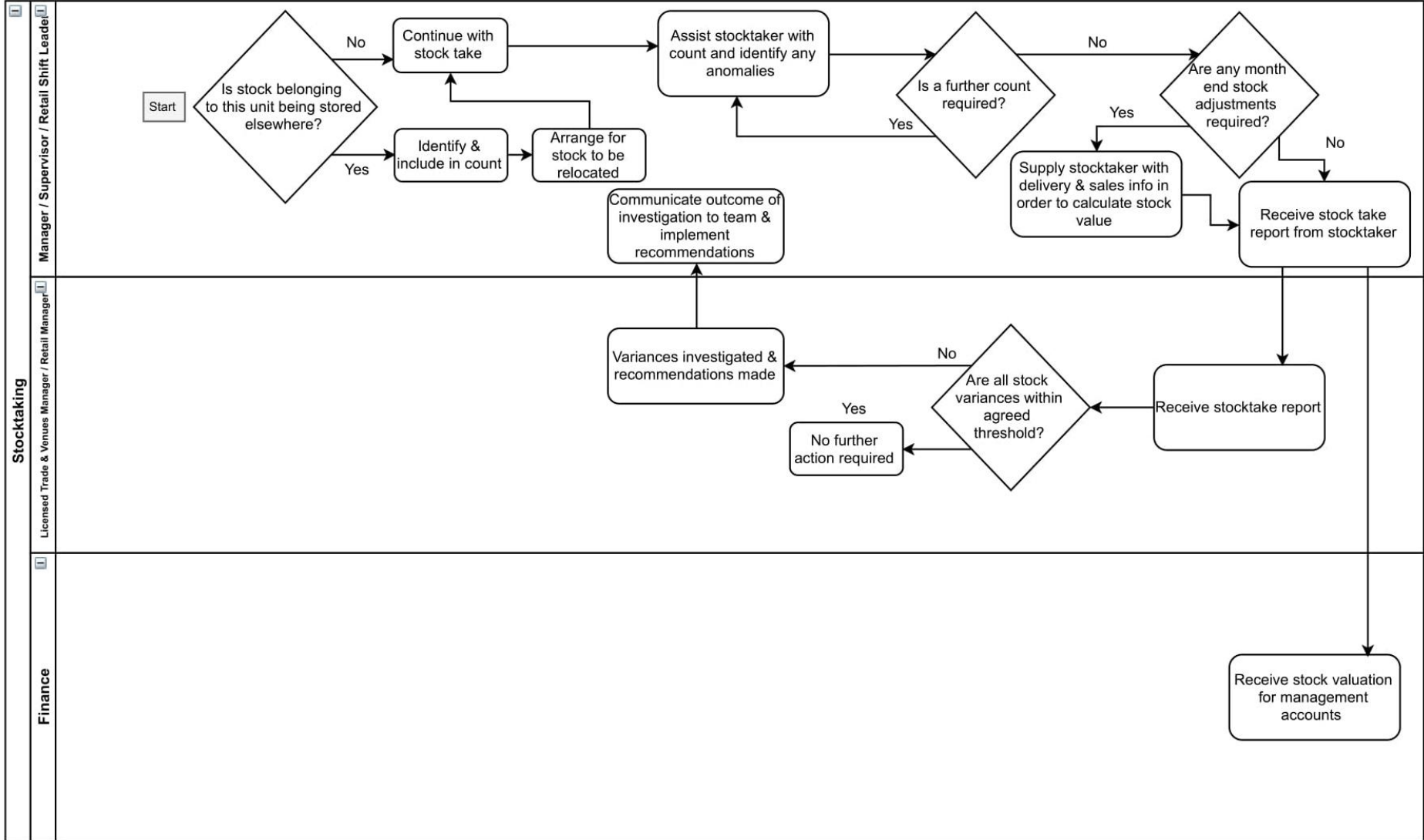
See attached process map

Exceptions

- Retail currently do a yearly stock take for the financial year end. Retail therefore conduct internal monthly stock takes overseen by the Assistant Retail Manager on products within 5 of their key departments. All variances are investigated by the Retail Manager. For this exception the term 'Stock Taker' would refer to the Retail Assistant Manager. Finance would not receive any information regarding these monthly stock takes unless requested
- Due to trade levels Beit Bars will receive two external audited stocktakes per month. For the audit that is not taking place at the end of the month for stock valuation purposes the stock on hand report does not need to be sent to the Finance Department
- If the last day of the month falls during a period of University closure, stocktaking will take place on a date agreed with the Finance Department
- Should for any reason a stock take be taken on a different date to that stated in the key principles a stock adjustment must be given to the Finance Department as soon as possible

¹⁶ Recommendation: h-bar should be on the same epos as other Union commercial outlets in order for stock to be included on the epos for stocktaking purposes

¹⁷ Recommendation: Threshold levels for investigations are not yet part of the Union's Finance Manual. These should be agreed upon and added



Cashing-up & Cash Discrepancies

Key principles

- Tills should be cashed up at the end of the shift to their agreed float limit by an authorised member of staff
- A shift is considered a changeover of Manager/Supervisor/Retail Shift Leader i.e. in Beit Bars where there are two shifts a day there will be at least two cash ups per day
- Cash discrepancies above the agreed threshold will be investigated by the Licensed Trade & Venues Manager and the Retail Manager for their respective areas¹⁸
- All floats will be held in a safe overnight
- Cash discrepancies will be investigated

Standard cashing-up & cash discrepancies process

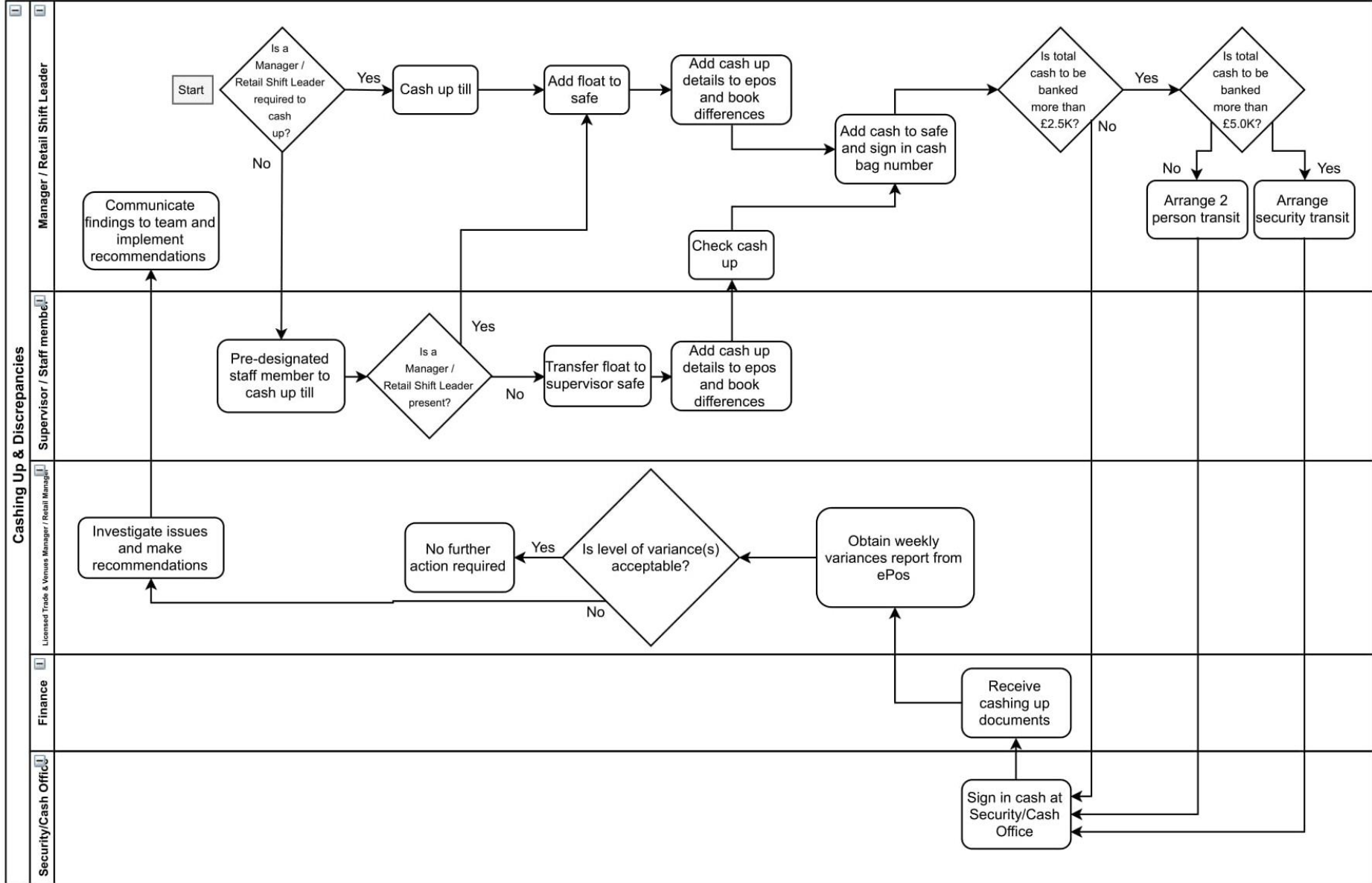
See attached process map

Exceptions

- On rare occasions, where a Manager/Supervisor/Retail Shift Leader is not on shift at the end of the day a responsible member of staff may be designated to cash up tills
- h-bar at present does not use the same epos as other licensed trade outlets and retail. Therefore h-bar would only supply paper evidence of cashing up and would not enter onto their epos system¹⁹
- On instances where banking is done immediately after cashing up the transfer of cash to the safe which is to be banked can be avoided

¹⁸ Recommendation: Threshold levels for investigations are not yet part of the Union's Finance Manual. These should be agreed upon and added

¹⁹ Recommendation: h-bar should be on the same epos as other Union commercial outlets. Conversations with college to put the outlet on our epos should be held to enable consistency



Ordering Change

Key principles

- A suitable amount of change should be kept in each outlet's safe in line with the insured holding level of that safe
- All floats should be made up with the necessary amount of change
- Change will form part of the safe count value
- Imperial College's Cash Office collection day is limited to Tuesdays only

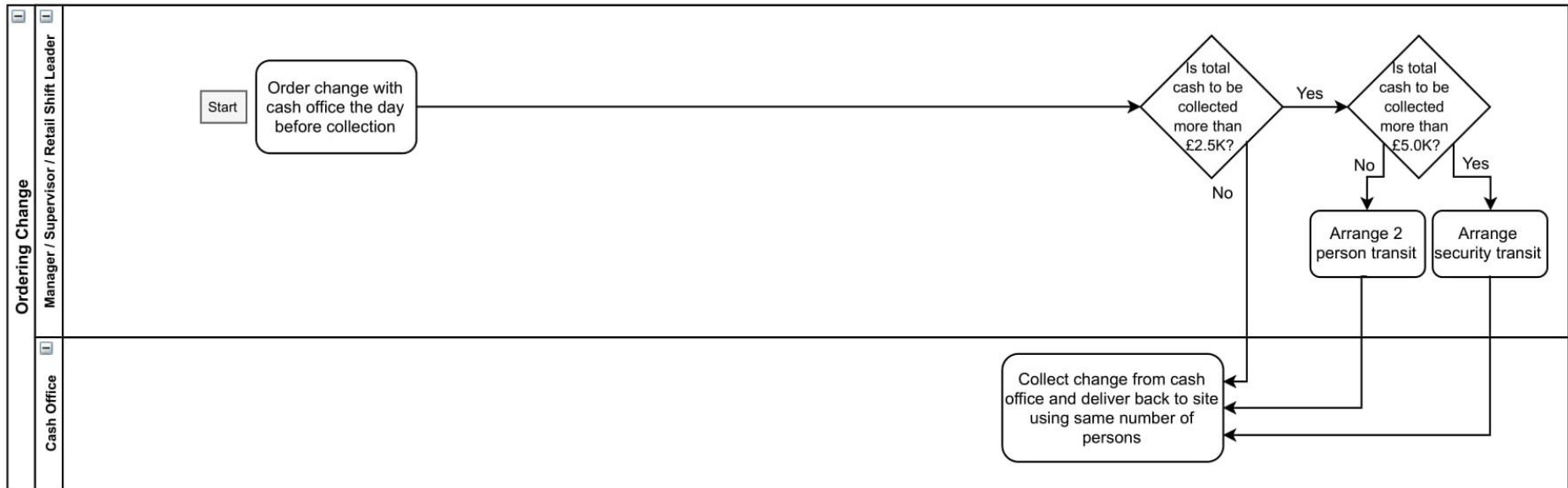
Standard ordering change process

See attached process map

Exceptions

- Reynolds Bar collect their change direct from the bank. The same procedure will be carried out in regards to persons required for transit based on cash amount²⁰

²⁰ Recommendation: A request has been made to review this with the Union's Finance Manager with the aim to eliminate the need for staff to collect change direct from the bank



Refunds

Key principles

- Refunds represent a fraud/theft risk and in order to protect staff from suspicion rigorous controls must be in place
- Imperial College Union will not process card payments if the customer is not present. Therefore refunds will only be dealt with at the point of sale immediately after the need for a refund has arisen
- Refunds above the agreed threshold will be investigated by the Licensed Trade & Venues Manager and the Retail Manager for their respective areas²¹

Standard refund process

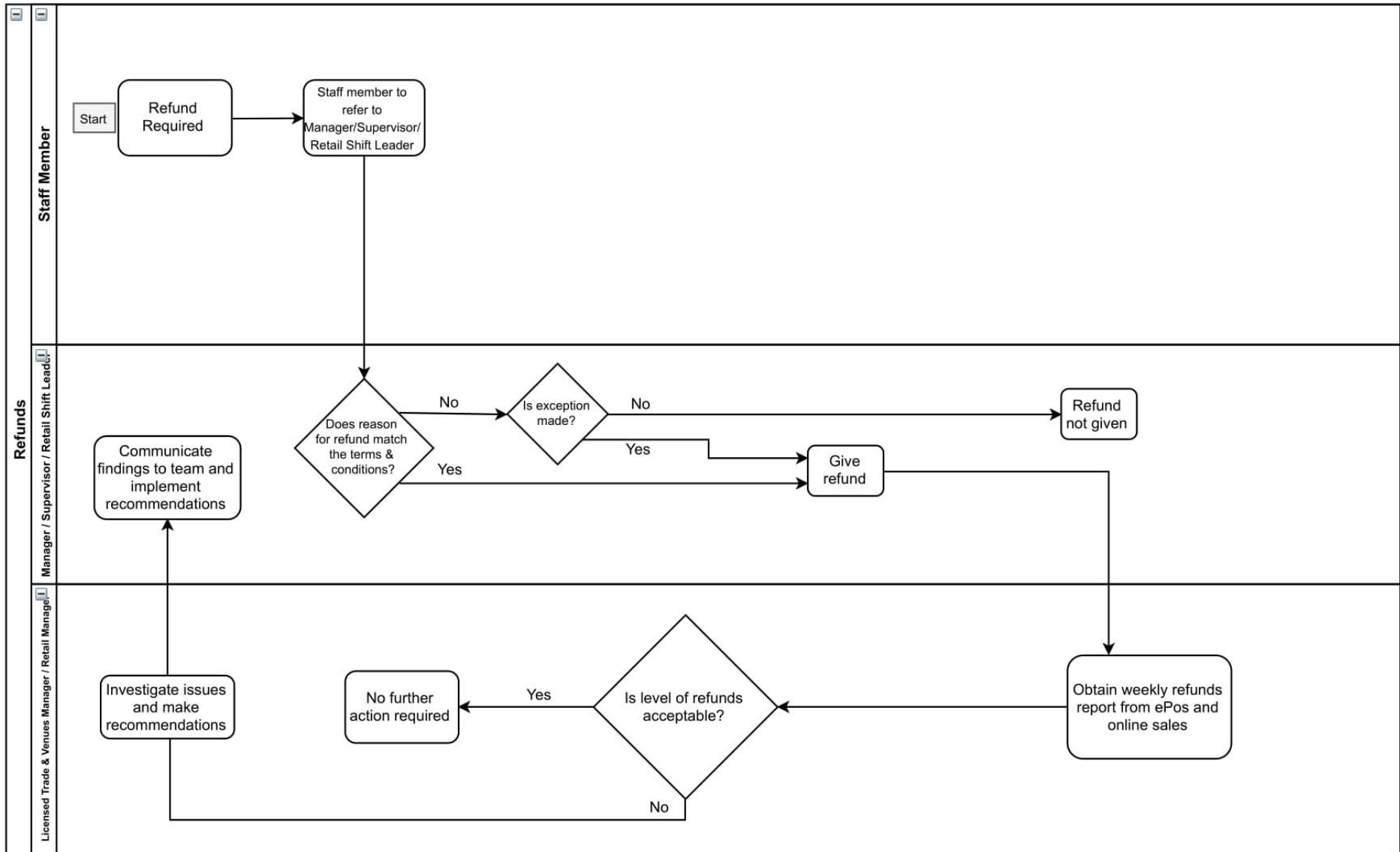
See attached process map

Exceptions

- On rare occasions whereby a customer has realised there is a problem with a card payment (e.g. accidentally charged twice) several days after leaving the outlet, a refund can be issued upon receipt of evidence of the disputed transaction having occurred. In this instance, the card holder would have to return to the outlet with the original payment card and provide evidence to the manager, who would investigate and assess whether a refund was due. In the event of an international customer who is no longer able to return with their payment card refunds can be processed over the phone
- The Deputy President of Finance & Services is the only person authorised to process refunds for any purchase made online at www.imperialcollegeunion.org²²

²¹ Recommendation: Threshold levels for investigations are not yet part of the Union's Finance Manual. These should be agreed upon and added

²² Recommendation: Budget holders should be able to process refunds for purchases. Having this functionality will avoid bottle necking refunds with one person.



Transfer of Goods between Outlets

Key principles

- Stock transfers are necessary for effective team working, meeting customer requirement and providing the best opportunity to maximise on the sale of goods
- The definitive record of stock holding, by unit, is the epos system
- All stock held at an outlet belongs to that outlet and cannot be moved without a record of the transfer. Therefore all transfers between outlets must be entered into the Transfer Book and stored for stock taking purposes
- All stock transfers will be finalised through a branch transfer within the epos system and settled financially through eActivities

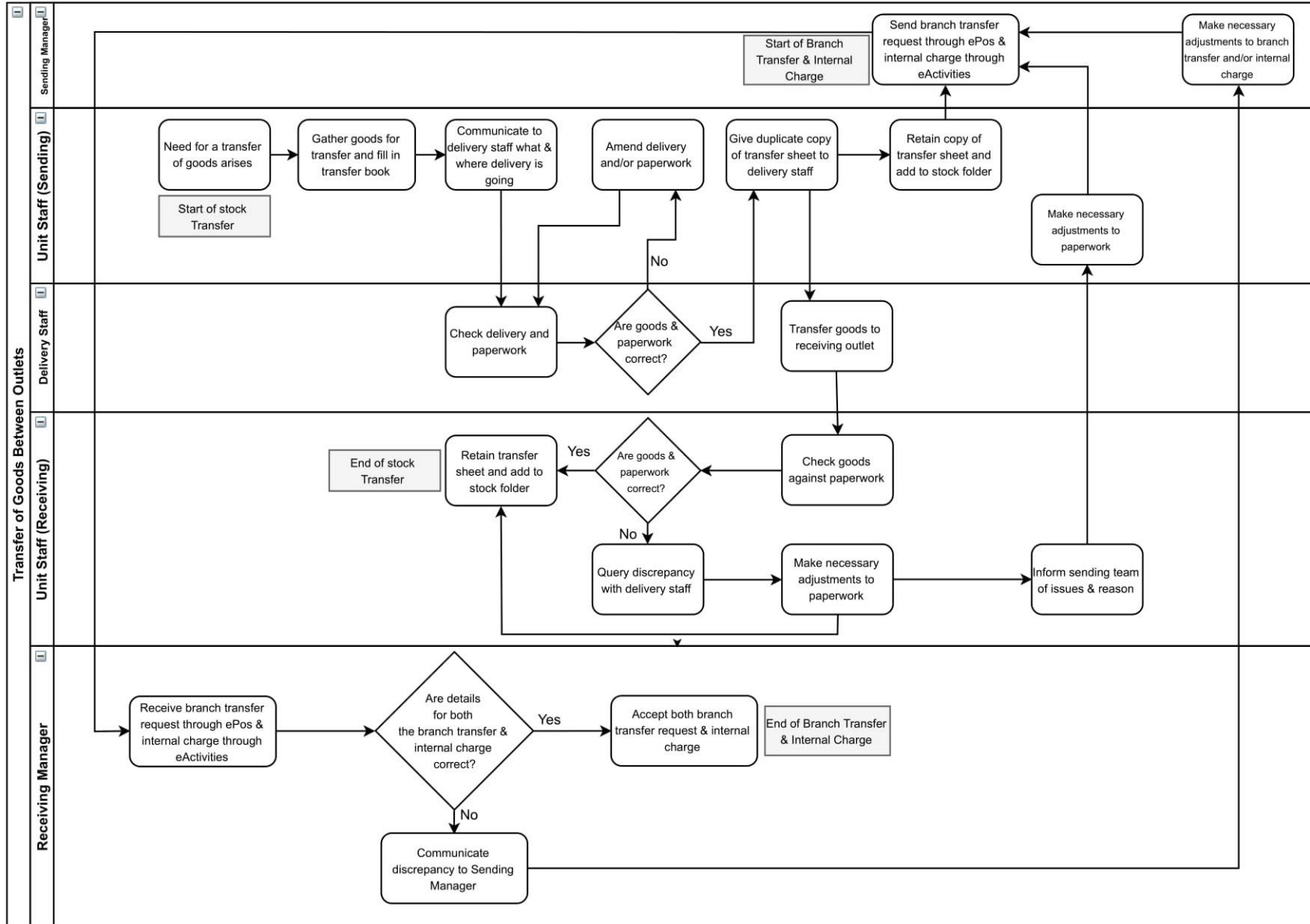
Standard transfer of goods between outlets process

See attached process map

Exceptions

- H-bar at present does not use the same epos as other licensed trade outlets and Retail. Therefore h-bar would not add their deliveries to the epos for stock control purposes nor would they complete branch transfers between outlets²³

²³ Recommendation: h-bar should be on the same epos as other Union commercial outlets. Conversations with college to put the outlet on our epos should be held to enable consistency



Voids & Over-rings

Key principles

- Over-rings will be brought to the attention of the Manager/Supervisor/Retail Shift Leader at the earliest opportunity
- Levels of voids and over-rings will be monitored and if over the agreed threshold will be investigated by the Licensed Trade & Venues Manager and the Retail Manager for their respective areas²⁴
- Within Licensed Trade staff are able to void the last item entered onto the epos without the need for a manager or supervisor to perform the void
- Staff Members are only able to void the last item entered onto the epos²⁵

Standard voids & over-rings process

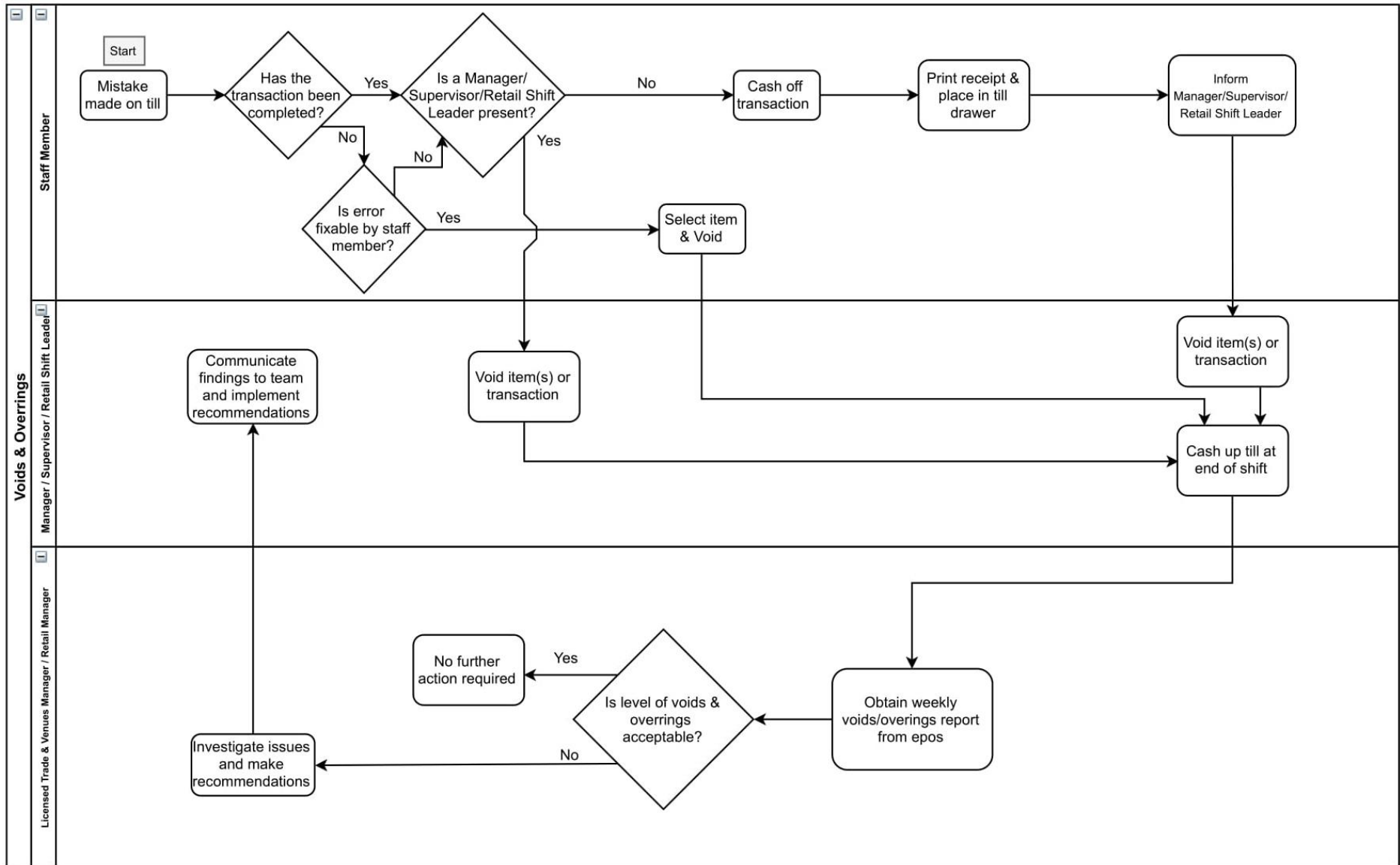
See attached process map

Exceptions

- None

²⁴ Recommendation: Threshold levels for investigations are not yet part of the Union's Finance Manual. These should be agreed upon and added

²⁵ Recommendation: Currently Retail staff members are able to void and cancel the full transaction through the epos. This should be rectified to match Licensed Trade in order to provide consistency



Annual Supplier Review

Key principles

- All suppliers that Imperial College Union are not currently under contract with and those that are not on the Imperial College London approved supplier list will be reviewed to ensure value for money
- All suppliers that are no longer used will be removed from eActivities
- The Supplier Review Team(s) will include both the Licensed Trade & Venues Manager and the Retail Manager to review suppliers for their respective area. The review team(s) will include the Union's Deputy President of Finance and Services²⁶
- Where there is a cross over in the use of a supplier between Retail and Licensed Trade the review of the supplier will be done jointly between the two departments

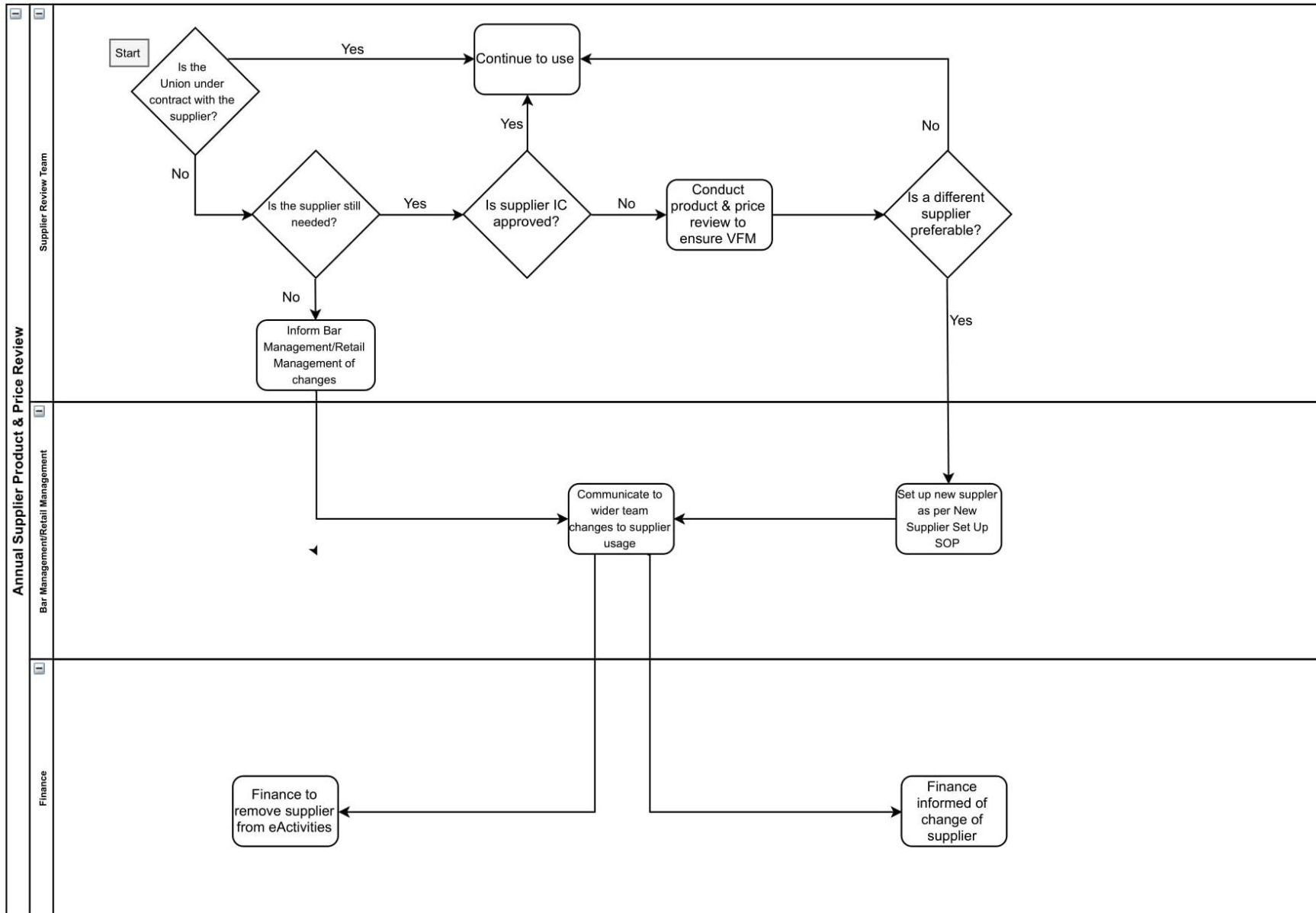
Standard annual supplier review process

See attached process map

Exceptions

- None

²⁶ Recommendation: There is no reference in the Union's Financial Manual to the makeup of a Supplier Review Team. This should be agreed and included



Retail Online – Return of Goods

Key principles

- A record of all stock adjustments, transfers out/in of products, written off stock, and refunds made will be kept on file
- All stock adjustments from refunded items will be monitored and checked against the web order history. Number of refunds made above the threshold will be investigated by the Retail Manager
- All statutory rights for customers will be upheld
- All refunds will be processed by the DPFS²⁷. The three types of refunds are:
 - R1 Refund – Customer qualifies for refund on select items only
 - R2 Refund – Customer qualifies for refund on all items and shipping out
 - R3 Refund – Customer qualifies from refund on all items and all shipping
- On rare occasions management may make an exception on whether a refund is made²⁸ i.e. the purchase was made 31 days ago where the regulation stipulate a 30 day refund time period. These exceptions will be monitored periodically by the Head of Commercial Services

Standard retail online –return of goods process

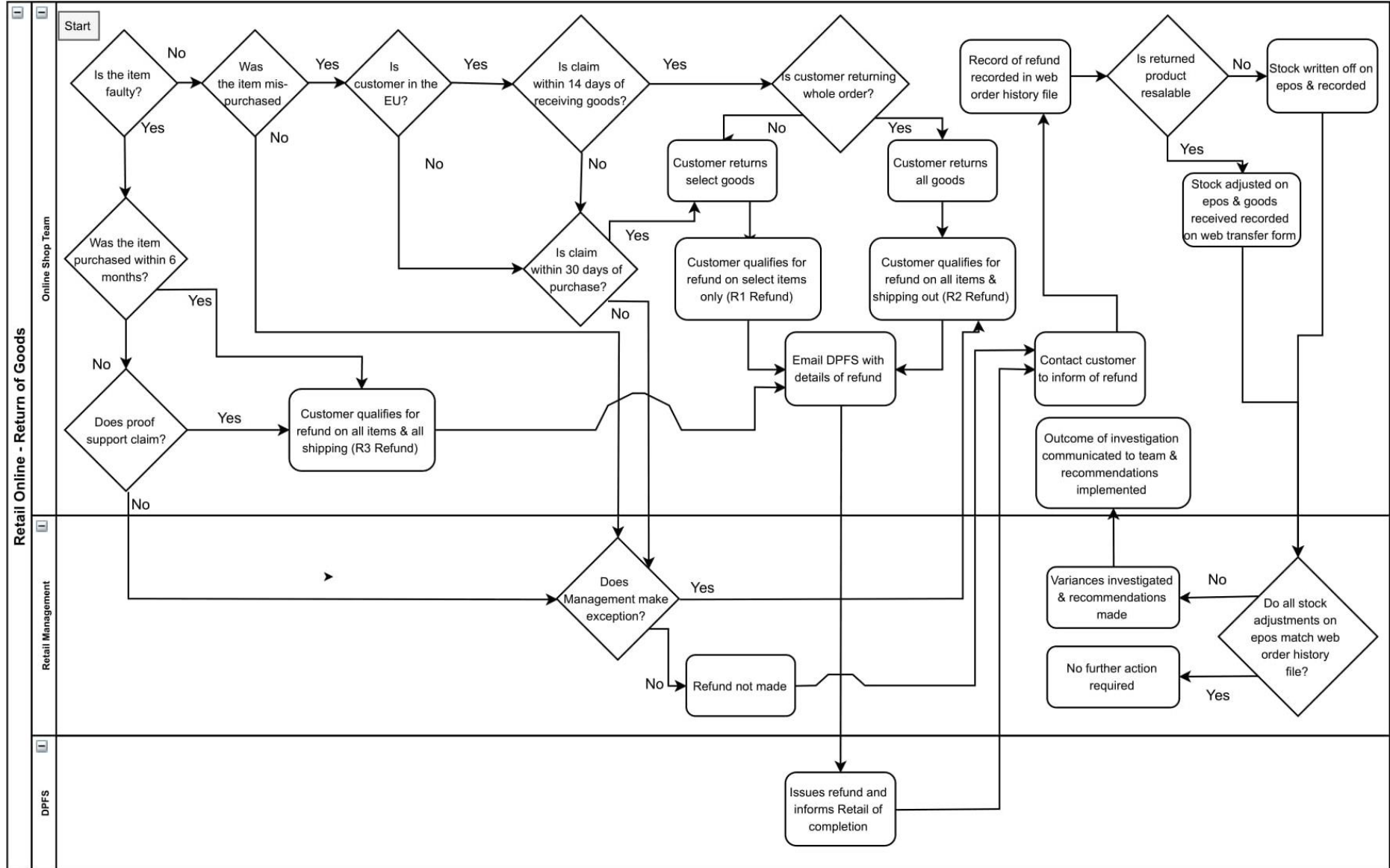
See attached process map

Exceptions

- None

²⁷ Recommendation: Budget holders should be able to process refunds for purchases. Having this functionality will avoid bottle necking refunds with one person.

²⁸ Recommendation: A comprehensive list of manager exceptions for refunds should be agreed upon



Retail Web Sales

Key principles

- A record of all stock adjustments, transfers out/in of products, written off stock, and refunds made will be kept on file
- All items shipped against invoice totals will be monitored by the Retail Management. All discrepancies will be investigated
- All statutory rights for customers will be upheld
- All refunds will be processed by the DPFS²⁹. The types of refund would be:
 - R1 Refund – Customer qualifies for refund on select items only
- Refunds made would fall into the same auditing process as those made within the Retail Online – Return of Goods Standard Operating Procedure

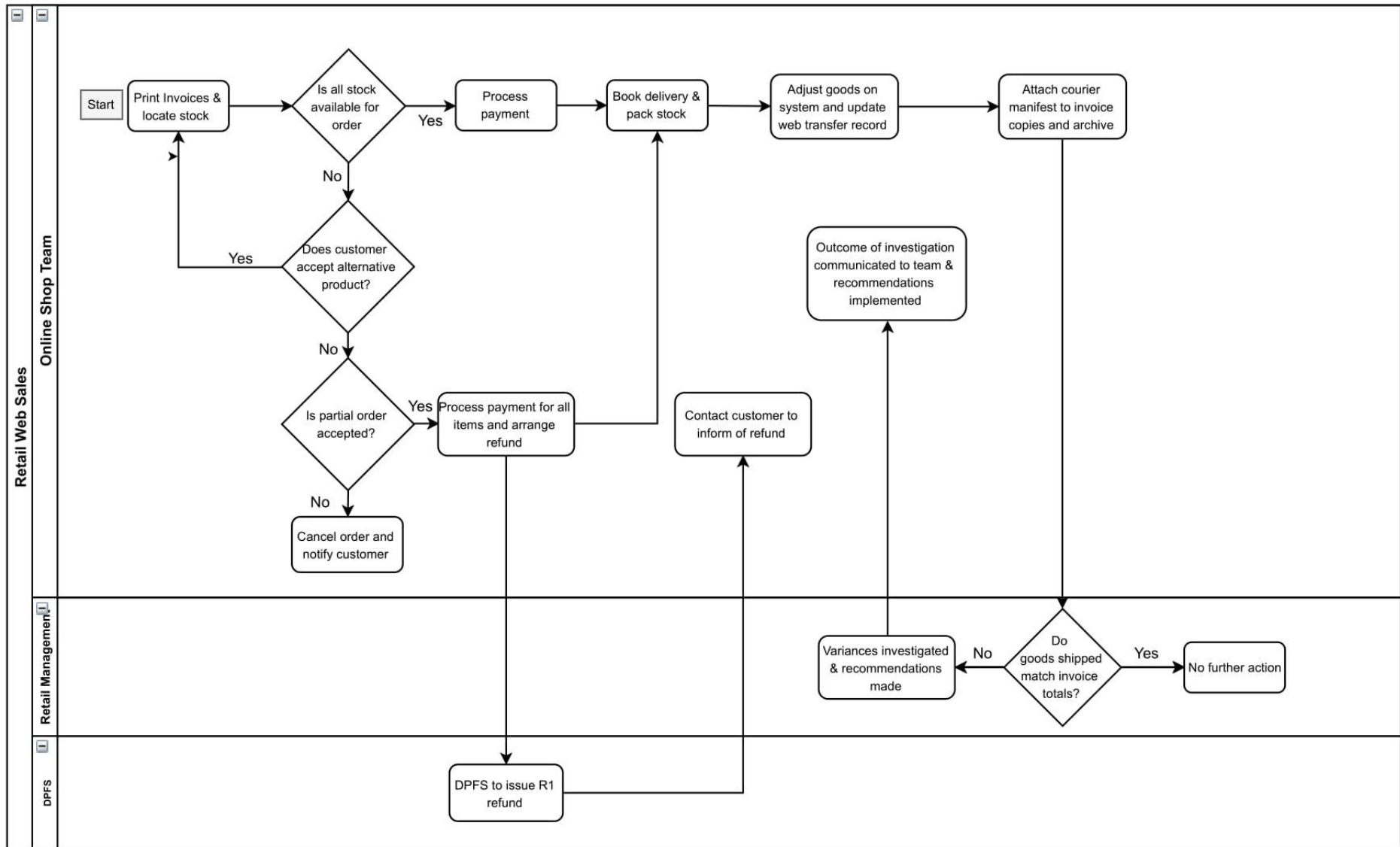
Standard retail web sales process

See attached process map

Exceptions

- None

²⁹ Recommendation: Budget holders should be able to process refunds for purchases. Having this functionality will avoid bottle necking refunds with one person.



Imperial College Union

Shop Development

18/626

DRAFT

19 July 2018



Prepared for

Imperial College Union

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Disclaimer

This report was commissioned by Imperial College Union as part of a strategic review for the Union Shop.

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This report is strictly confidential.



Contents

- Background and methodology
- Key considerations for future range and space planning
 - Customer
 - Competition
 - Current performance
 - Layout
- Future options
 - Option 1
 - Option 2

Background, Methodology & Glossary

BACKGROUND, METHODOLOGY & GLOSSARY

Background

Imperial College Union operates a busy shop located on a high footfall walkway in Imperial College's South Kensington campus. The Union Shop currently offers snacks and confectionery, soft drinks and a range of chilled food-to-go, including sandwiches, salads and sushi. The shop will shortly undergo redevelopment and Pragma has been commissioned to inform the pricing, range and space planning for the transformed unit.

The requirements of this brief include:

- ✓ Analysis of current space usage
- ✓ Space planning for refreshed offer
- ✓ Suggestions for new product categories
- ✓ Pricing analysis
- ✓ Recommendations on layout, flow and improved space usage

Methodology

In order to meet this brief, Pragma undertook several workstreams:

<p>Trading data analysis Analysis of past trading data by category</p>	<p>Intercept interviews Interviews with customers and passers by to understand opinions of the current and potential future Shop Extra offer</p>
<p>Site visits Visit to Shop Extra and other outlets on campus</p>	<p>Site visits Visits to comparable newsagents/shops to benchmark layout, pricing and footfall</p>

Glossary

Net sales	Revenue – VAT
Net profit	Net sales – cost
Profit margin	Net profit/net sales
CAGR	Compound Annual Growth Rate
SX	Shop Extra
ATV	Average Transaction Value
YTD	Year To Date
SKU	Stock Keeping Unit

Contents

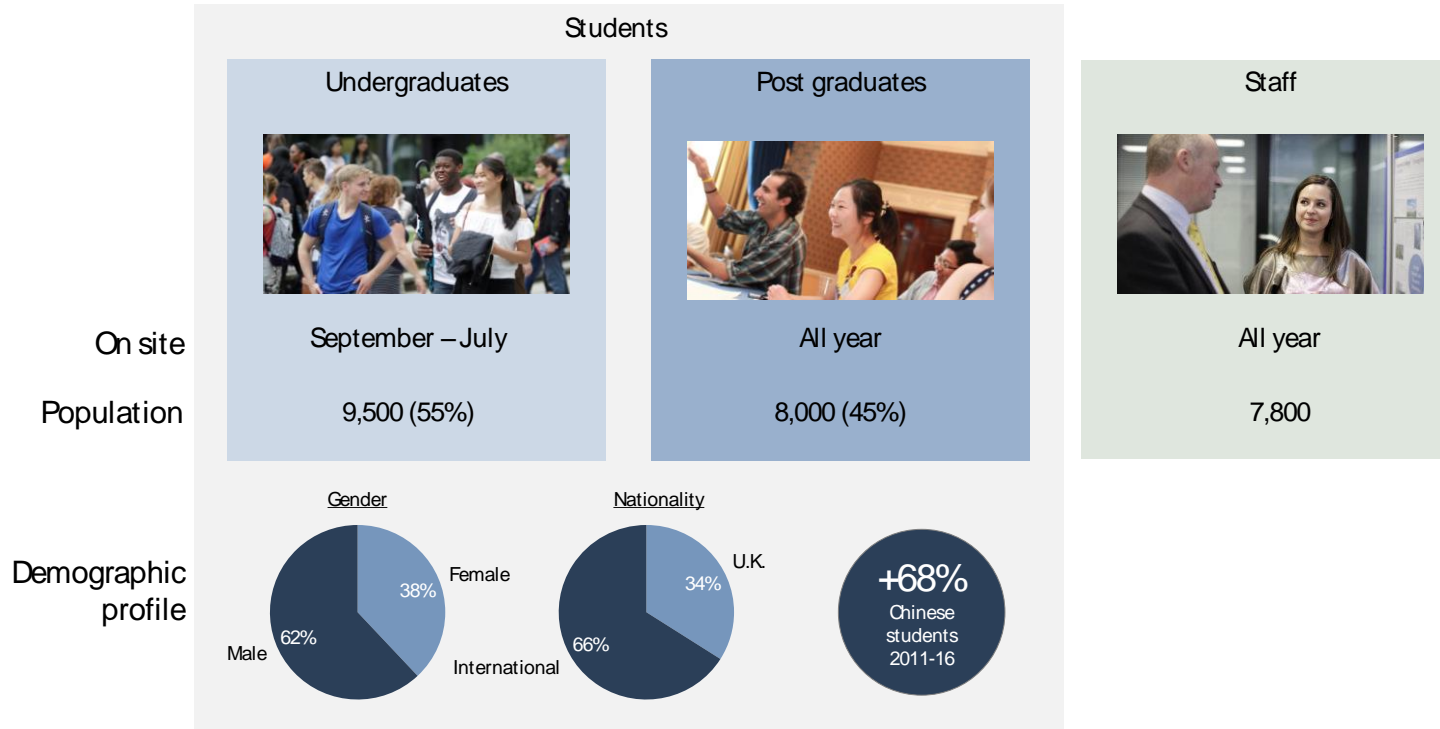
- Background and methodology
- Key considerations for future range and space planning
 - Customer
 - Competition
 - Current performance
 - Layout
- Future options
 - Option 1
 - Option 2

Contents

- Background and methodology
- Key considerations for future range and space planning
 - Customer
 - Competition
 - Current performance
 - Layout
- Future options
 - Option 1
 - Option 2

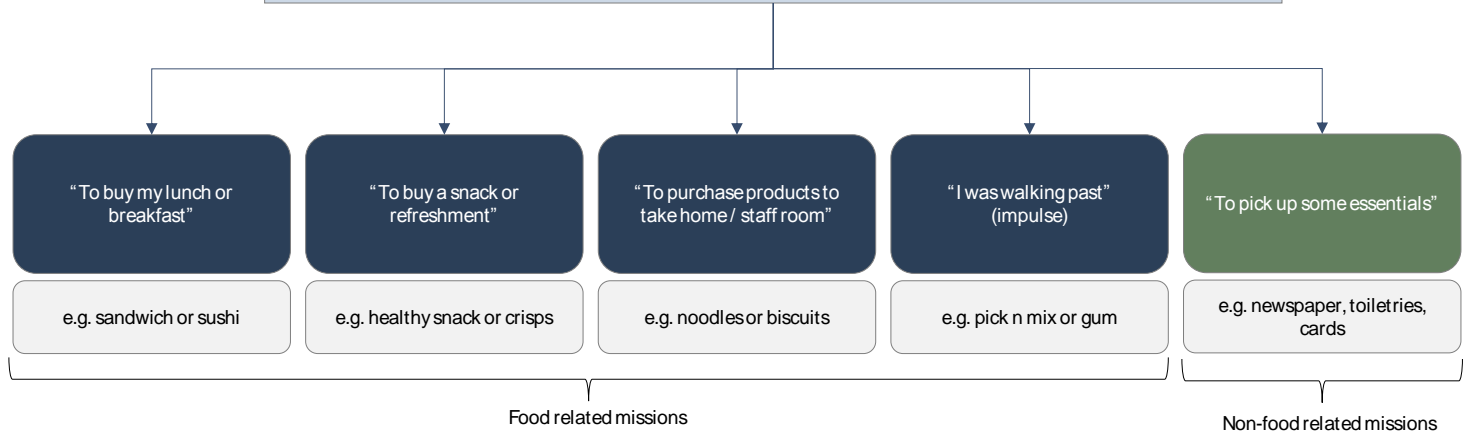
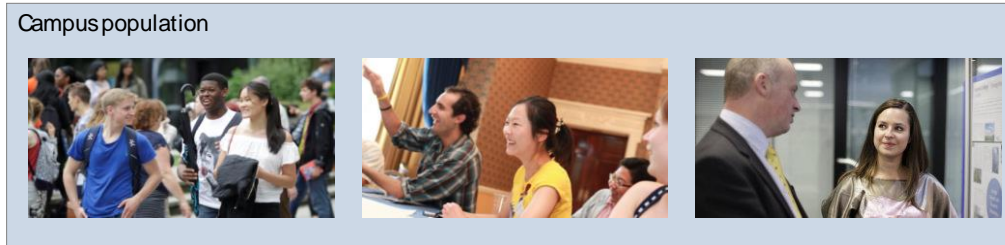
There are three core campus users; undergraduates, postgraduates and staff. International students make up 66% of the student population, with a large proportion of these students coming from Asia

CAMPUS USER'S PROFILE



However, the three user groups currently use Shop Extra for similar shopping missions

CUSTOMER MISSIONS



The three user groups also have similar views on what the Shop Extra offer should be in future and expressed a need to drive awareness through marketing the evolved proposition

SHOP EXTRA FUTURE OFFER | CUSTOMER VIEW

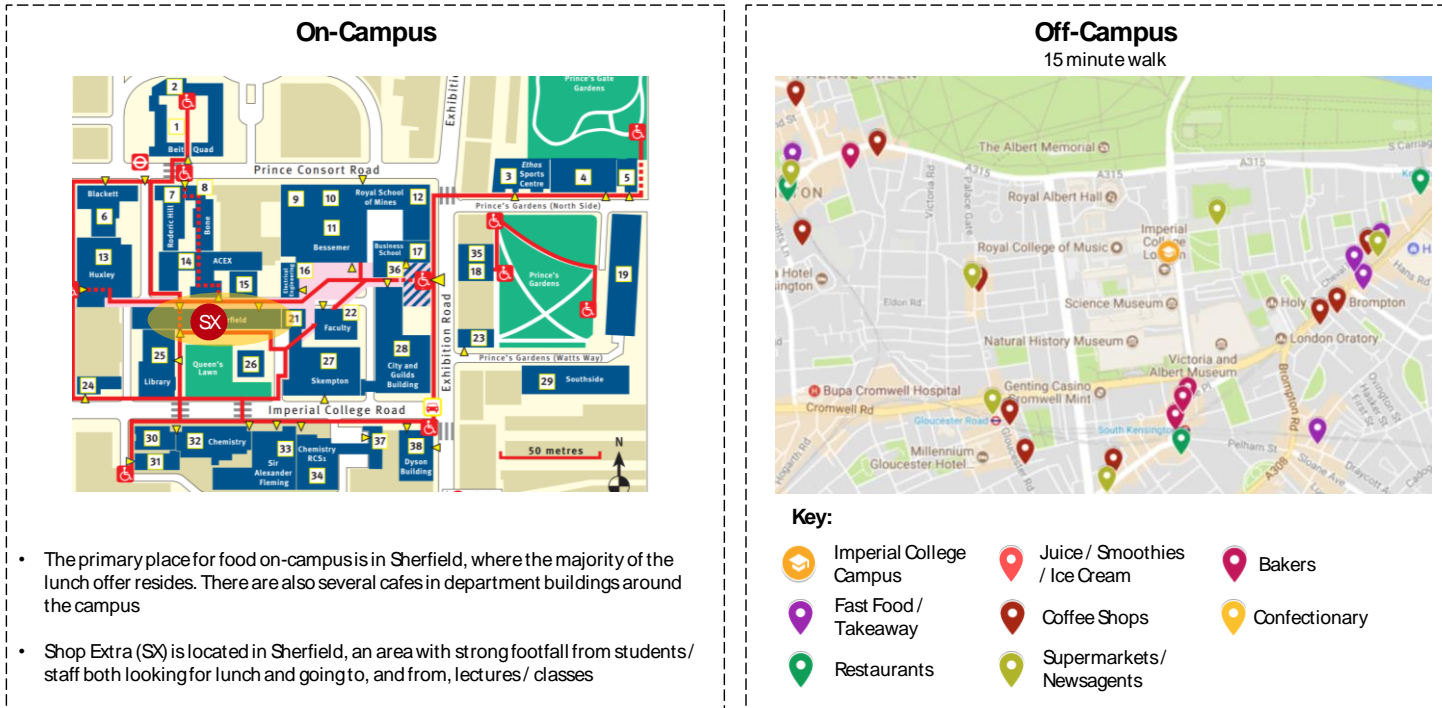


Contents

- Background and methodology
- Key considerations for future range and space planning
 - Customer
 - **Competition**
 - Current performance
 - Layout
- Future options
 - Option 1
 - Option 2

Shop Extra is located in the hub of the campus. There is a lot of competition from F&B units on campus, whilst Shop Extra is the only retailer offering convenience products. Greater convenience and supermarket provision is available within a 15 minute walk of the campus. However, these are likely to be serving a different mission

ON-CAMPUS & SURROUNDING AREAS | COMPETITION



- The primary place for food on-campus is in Sherfield, where the majority of the lunch offer resides. There are also several cafes in department buildings around the campus
- Shop Extra (SX) is located in Sherfield, an area with strong footfall from students/staff both looking for lunch and going to, and from, lectures/ classes

On campus, the food offer is fairly comprehensive with a variety of options. There is relatively limited competition for hot grab & go products on campus. However, there are a number of operational factors (e.g. health and safety, storage, preparation, etc.) to be taken into account when considering this offer

ON-CAMPUS & SURROUNDING AREAS | GAP ANALYSIS

✓ = basic range
 ✓✓ = extensive range

Unit	Sandwiches & Wraps	Salads	Sushi	Hot Grab & Go (e.g. toasties)	Confectionary	Cold Drinks	Hot Drinks (e.g. coffee)	Hot Meals (plated)
Shop Extra	✓	✓	✓	✗	✓✓	✓✓	✗	✗
Eros, JCR	✓✓	✓✓	✓	✓	✓	✓	✓✓	✗
Deli Bar, JCR	✓✓	✓✓	✗	✗	✓	✗	✗	✓
QT Shop, JCR	✓✓	✓	✓	✗	✓✓	✓✓	✓	✗
Kimiko, JCR	✗	✗	✓✓	✗	✗	✓	✗	✗
Piemminster, JCR	✗	✗	✗	✗	✗	✓	✗	✓
Fuel	✗	✓✓	✗	✗	✗	✓	✗	✗
Fusion 54	✗	✗	✗	✗	✗	✓	✗	✓✓
SCR Restaurant	✗	✗	✗	✗	✗	✓	✗	✓✓
H-Bar	✗	✗	✗	✗	✗	✓	✗	✓✓
Library Café	✓	✓	✓	✓	✓	✓	✓	✗

In order to succeed in this competitive market, Shop Extra needs to emphasise its differentiating factors

SHOP EXTRA | DIFFERENTIATING FACTORS



- ✓ Quick
Shop Extra is a quick, convenient alternative to the long queues found in the common rooms
- ✓ Only place on campus to purchase convenience items
It is the only place on the main campus that students and staff can purchase convenience items, impulse products and treats, such as biscuits and sharing bags
- ✓ One stop shop
You can buy your lunch and snacks for later, all in one basket
- ✓ It exists to benefit students
The shop's purpose is to raise money for Student Union activities. Every penny spent is benefitting them – this message should be communicated and promoted

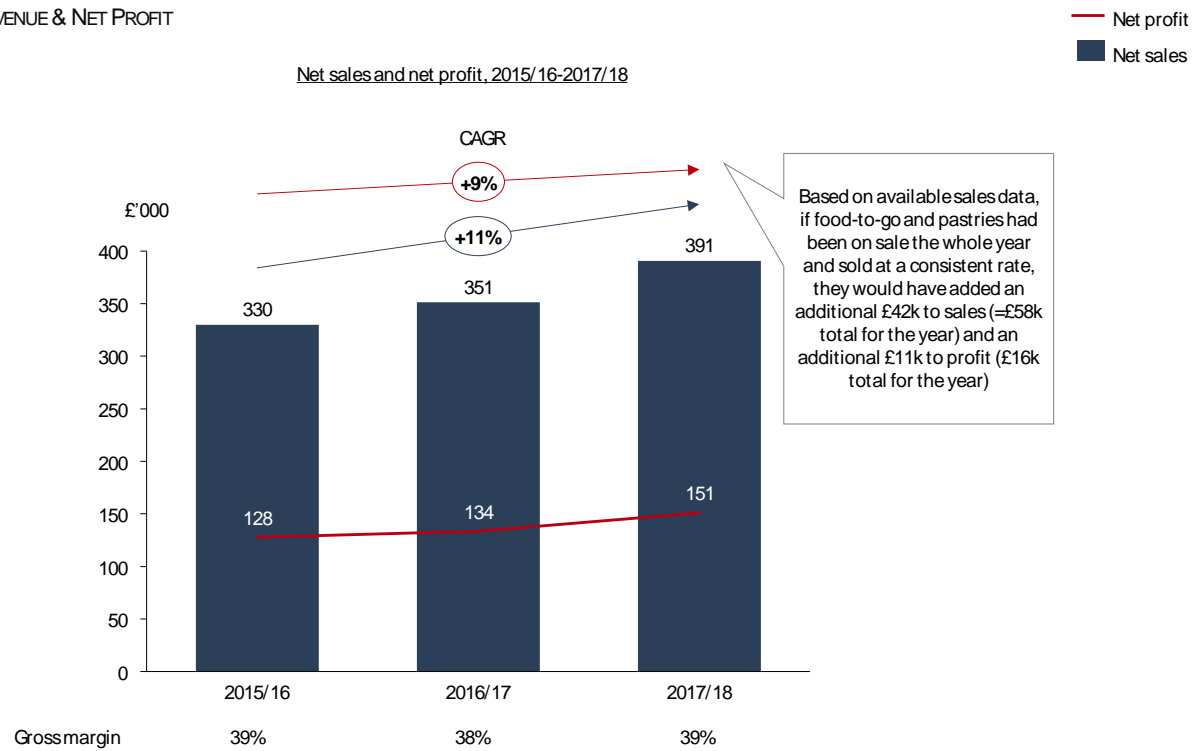
Contents

- Background and methodology
- Key considerations for future range and space planning
 - Customer
 - Competition
 - **Current performance**
 - Layout
- Future options
 - Option 1
 - Option 2

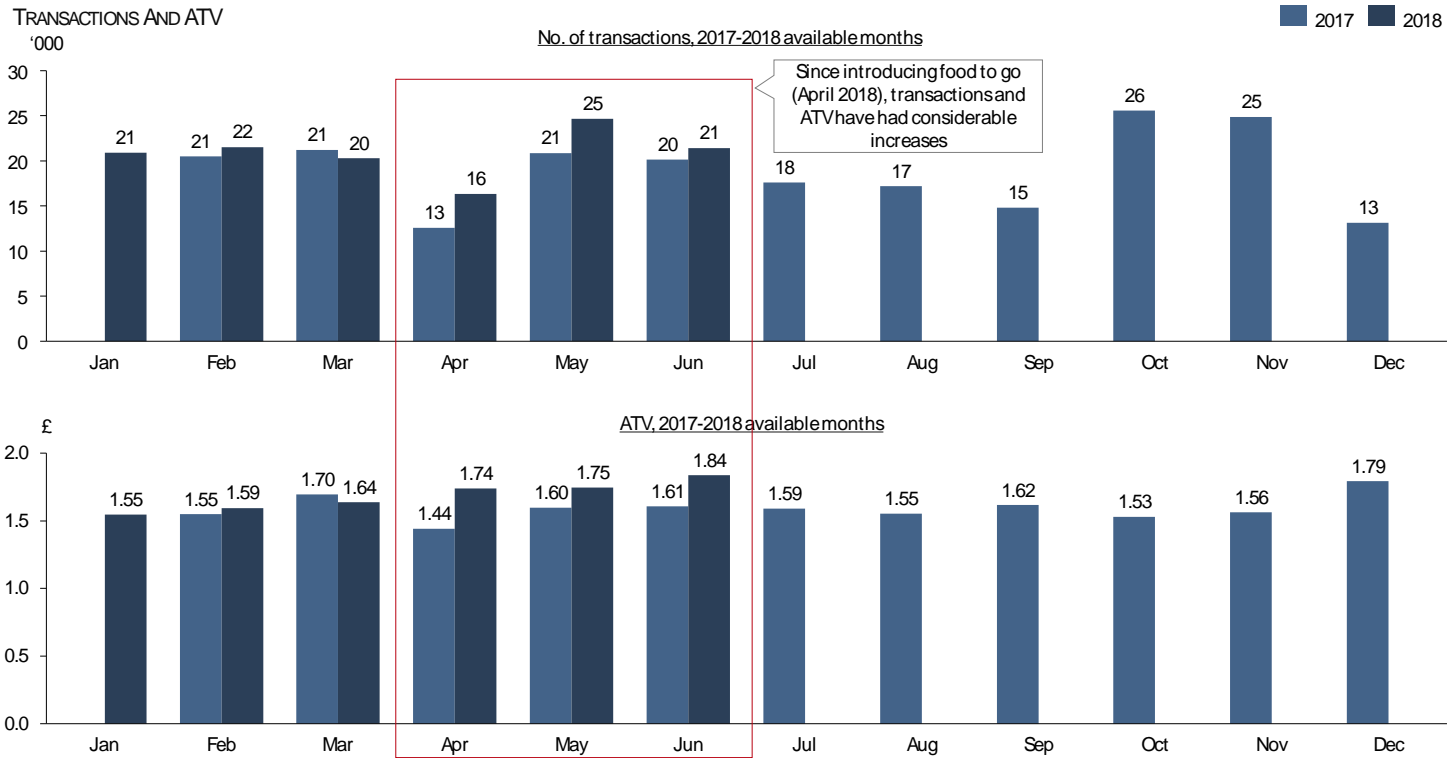
Net sales and profitability at Shop Extra have been growing steadily since 2015/16, with net profit growing at a slightly slower rate than net sales

Overall Performance

CURRENT PERFORMANCE | REVENUE & NET PROFIT



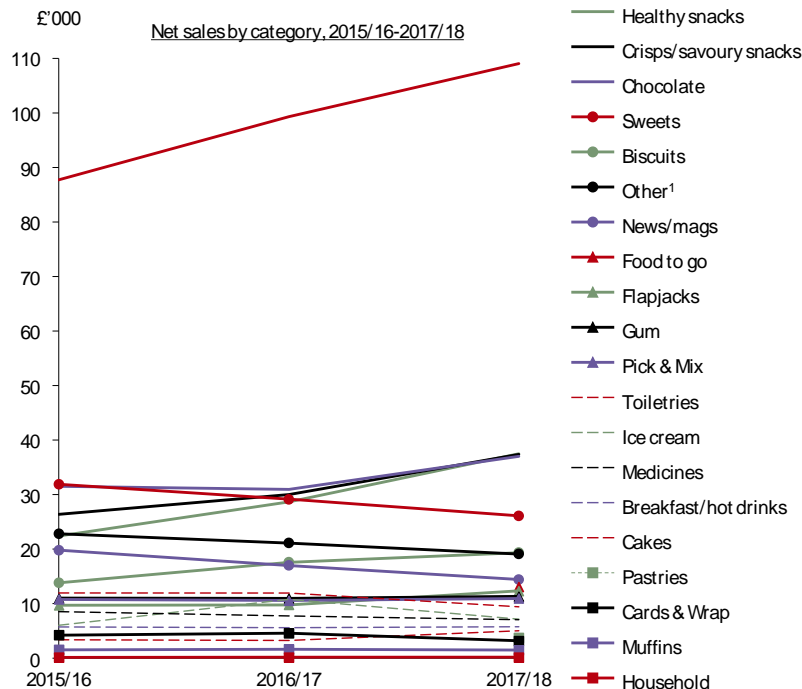
So far, more transactions have been made in 2018 compared with 2017 and ATV has also increased



Soft drinks are the top performing category and have achieved strong sales increases between 2015/16-2017/18. However, a number of categories have witnessed a decline in sales, primarily non-food products

Category Management

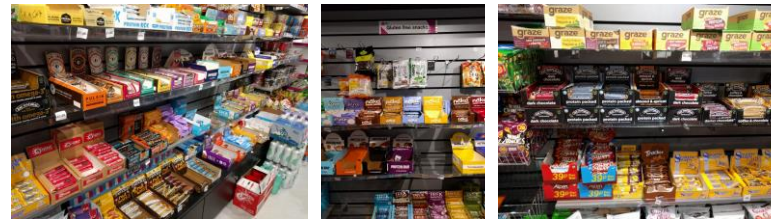
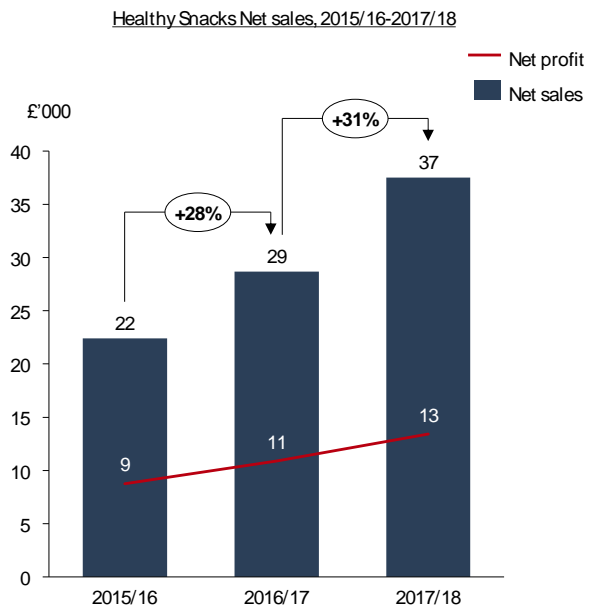
CURRENT PERFORMANCE | CATEGORY SALES



Category	2017/18 net sales (£)	Net sales CAGR 2014/15-2017/18 (%)
Soft drinks	109,048	8%
Healthy snacks	37,495	19%
Crisps/savoury snacks	37,374	12%
Chocolate	37,019	6%
Sweets	26,112	-6%
Biscuits	19,347	12%
Other	19,097	-6%
Newspapers/magazines	14,433	-10%
Food to go	13,070	
Flapjacks	12,355	8%
Gum	11,336	1%
Pick & Mix	10,941	1%
Toiletries	9,424	-8%
Ice cream	7,148	6%
Medicines	7,060	-6%
Breakfast/hot drinks	5,769	0%
Cakes	5,033	15%
Pastries	3,767	
Cards & Wrap	3,197	-9%
Muffins	1,495	-1%
Household	182	7%
Total	390,701	7%

However, healthy snacks have performed particularly well over that time, following a wider healthy eating trend in the UK

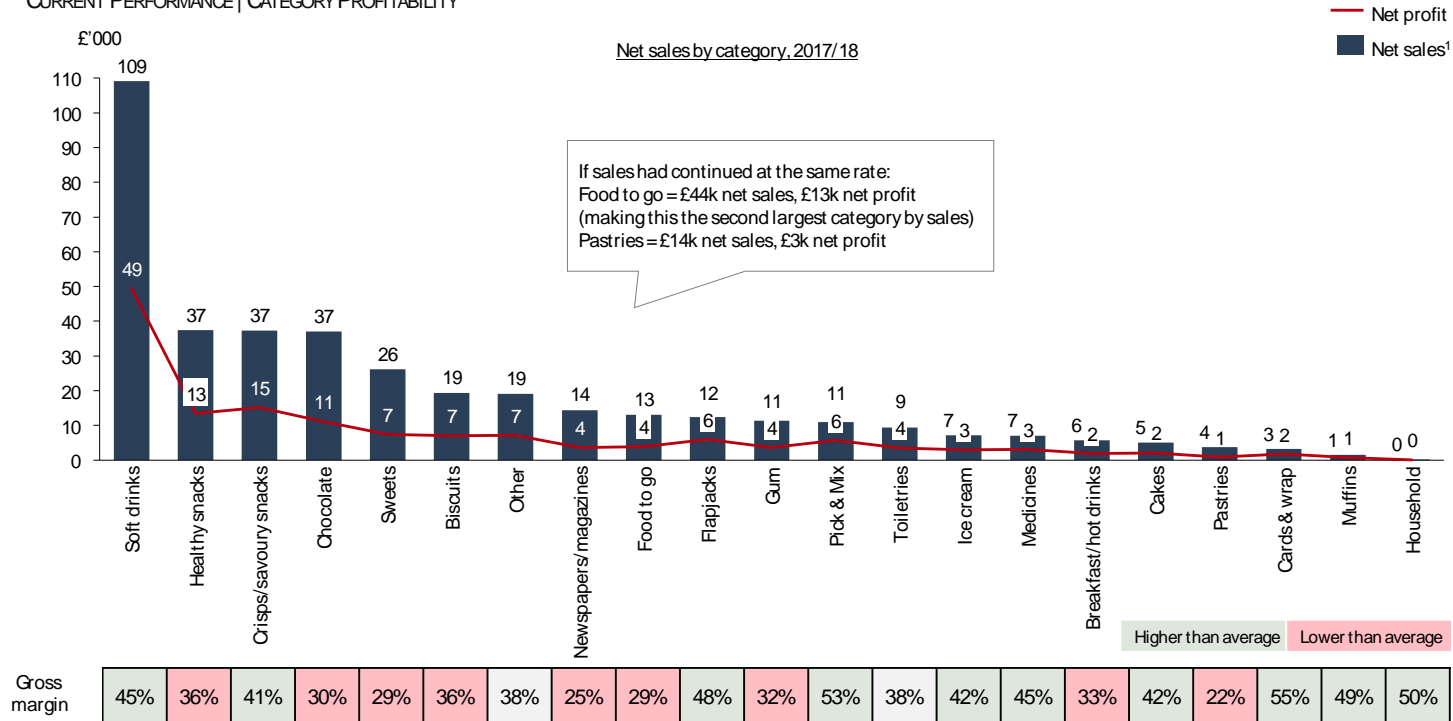
HEALTHY SNACKS



On average, Shop Extra achieves a 38% margin. However, this varies significantly by category with cards and wrap achieving the highest margin at 55% and newspapers and magazines achieving the lowest at 25%

Category Management

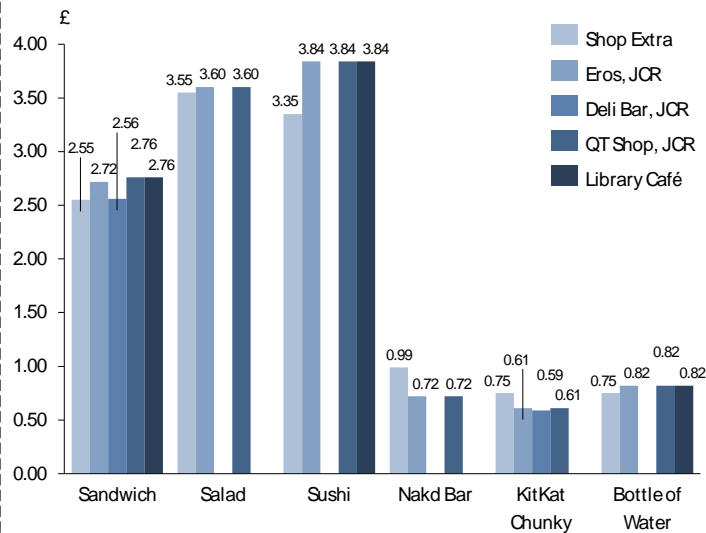
CURRENT PERFORMANCE | CATEGORY PROFITABILITY



There is limited flexibility on price for core lunch options (e.g. sandwiches), due to the level of competition on-campus for these. However, some categories offered by Shop Extra face little or no on-campus competition. Therefore, there may be potential to increase the margin made on these items through price increases

ON-CAMPUS & SURROUNDING AREAS | PRICING

There is greater competition on campus for core lunch options (e.g. sandwiches), which means there is less flexibility on price for Shop Extra on these items, unless the product is differentiated



On the other hand, for some categories in Shop Extra there are limited options to purchase these close-by – there is the potential to increase the margin made on these items

Healthy Snacks



Biscuits



Sweets

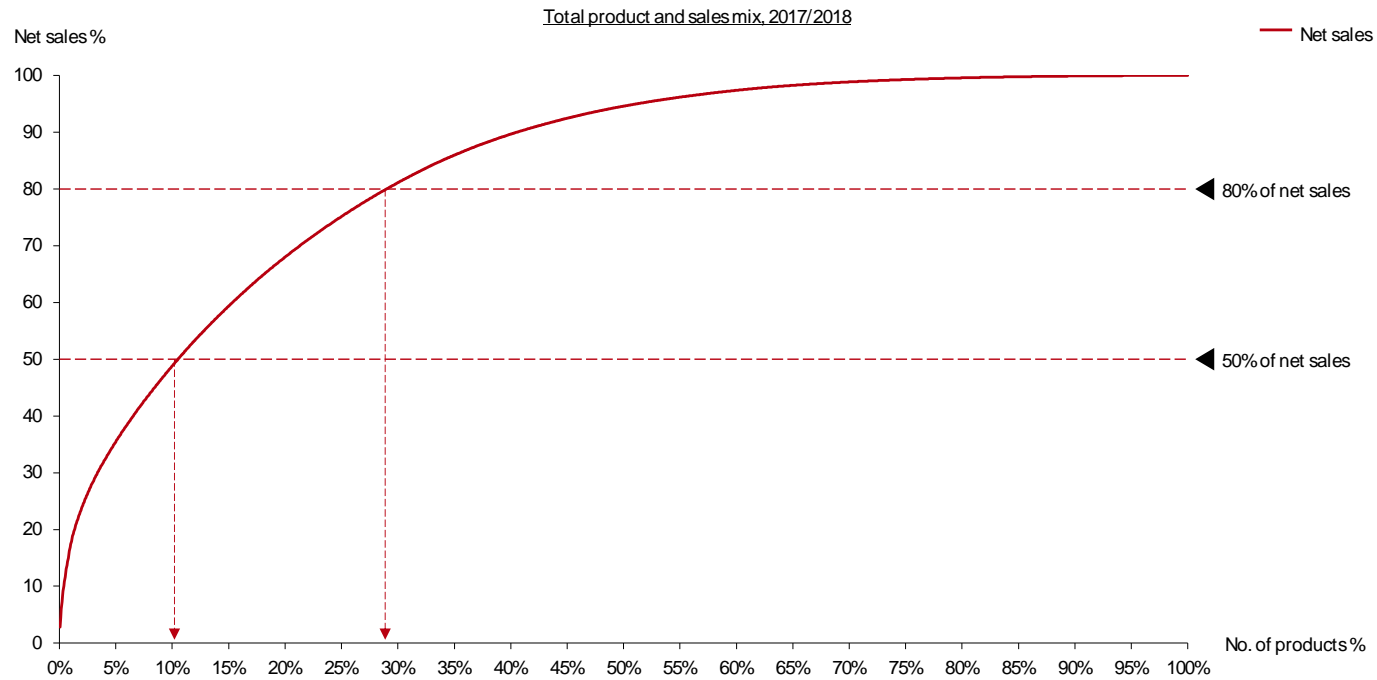


Caveat: Sweets are a big volume driving category as Poundzone is popular with students – it may be difficult to increase margin without adversely impacting sales

At Shop Extra, 50% of sales comes from only 10% of products, highlighting that there is a long tail of slow moving products

Category Management

CURRENT PERFORMANCE | OVERALL CATEGORY SKU PERFORMANCE



P CURRENT PERFORMANCE

Source: Union Shop Trading Data

21 | 40

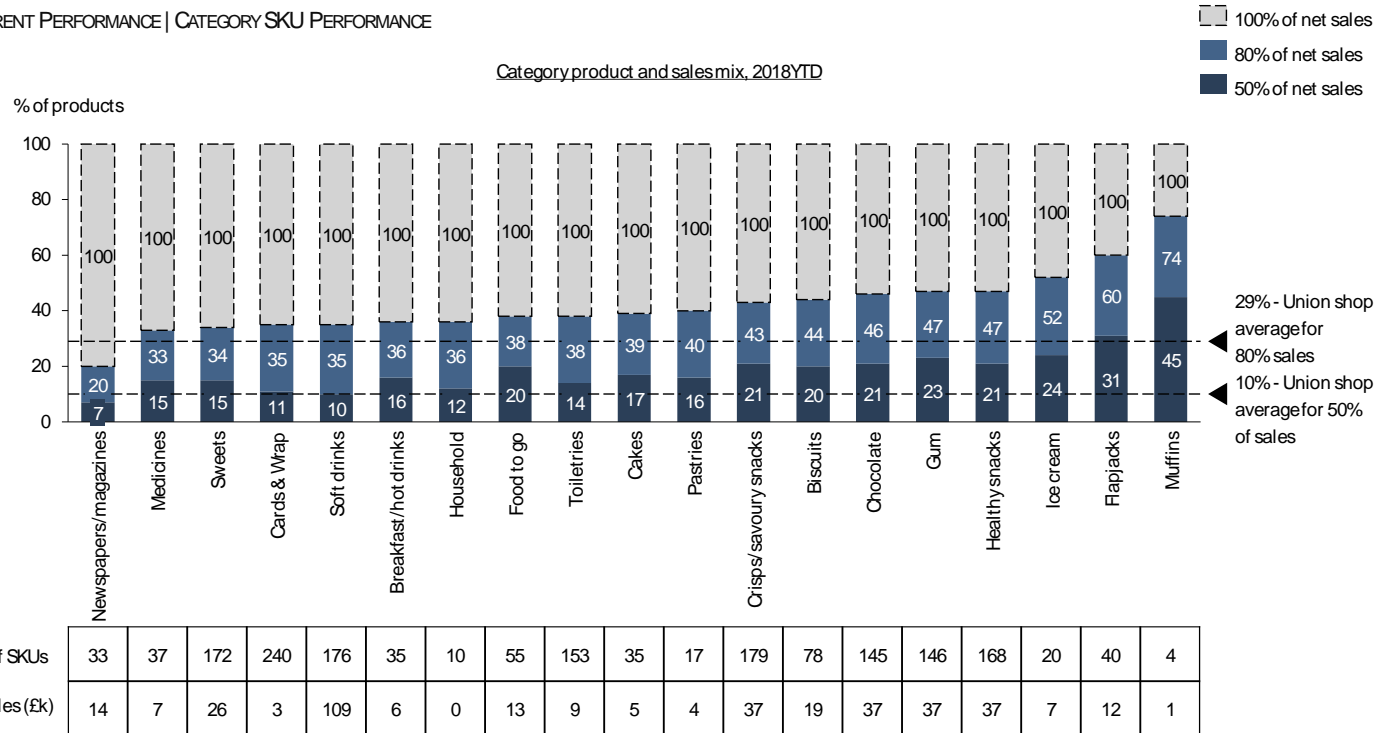
19 July 2018

However, this varies significantly by category. This disparity is most extreme with newspapers, where 50% of sales come from only 7% of products, and least extreme* with flapjacks, where 50% of sales comes from 31% of the products

Category Management

CURRENT PERFORMANCE | CATEGORY SKU PERFORMANCE

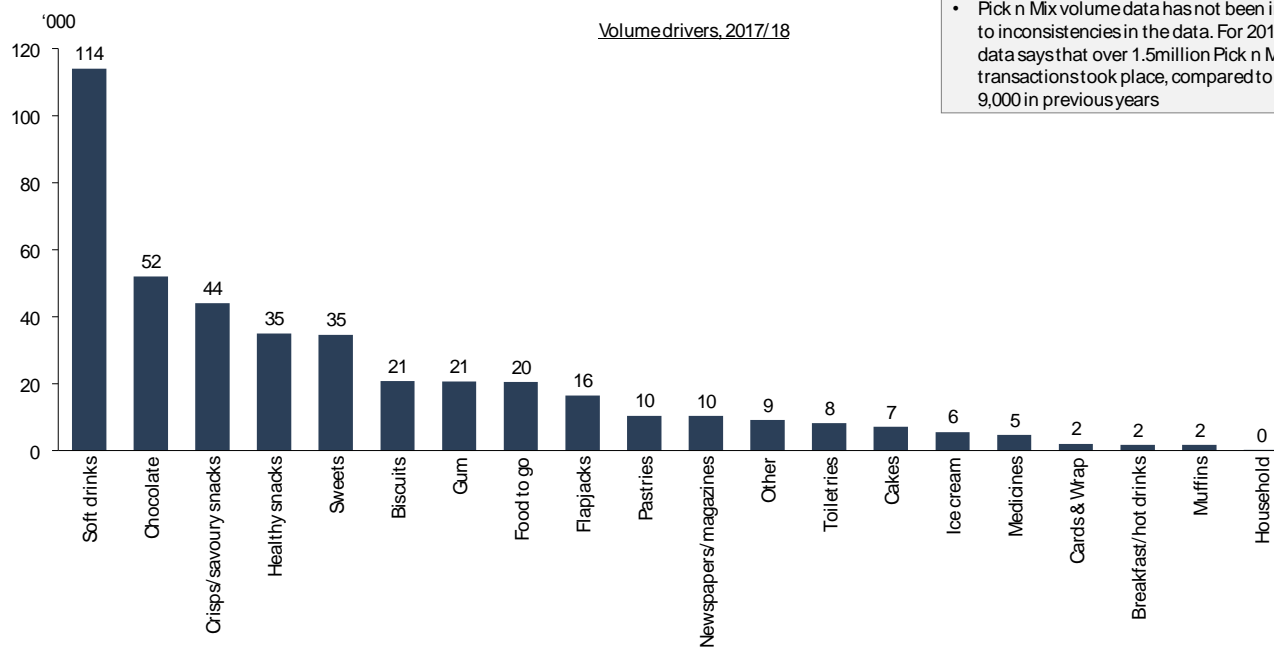
Category product and sales mix, 2018YTD



The key volume driving category is soft drinks, followed by the other core categories; chocolate, crisps, healthy snacks and sweets

Volume

VOLUME DRIVERS



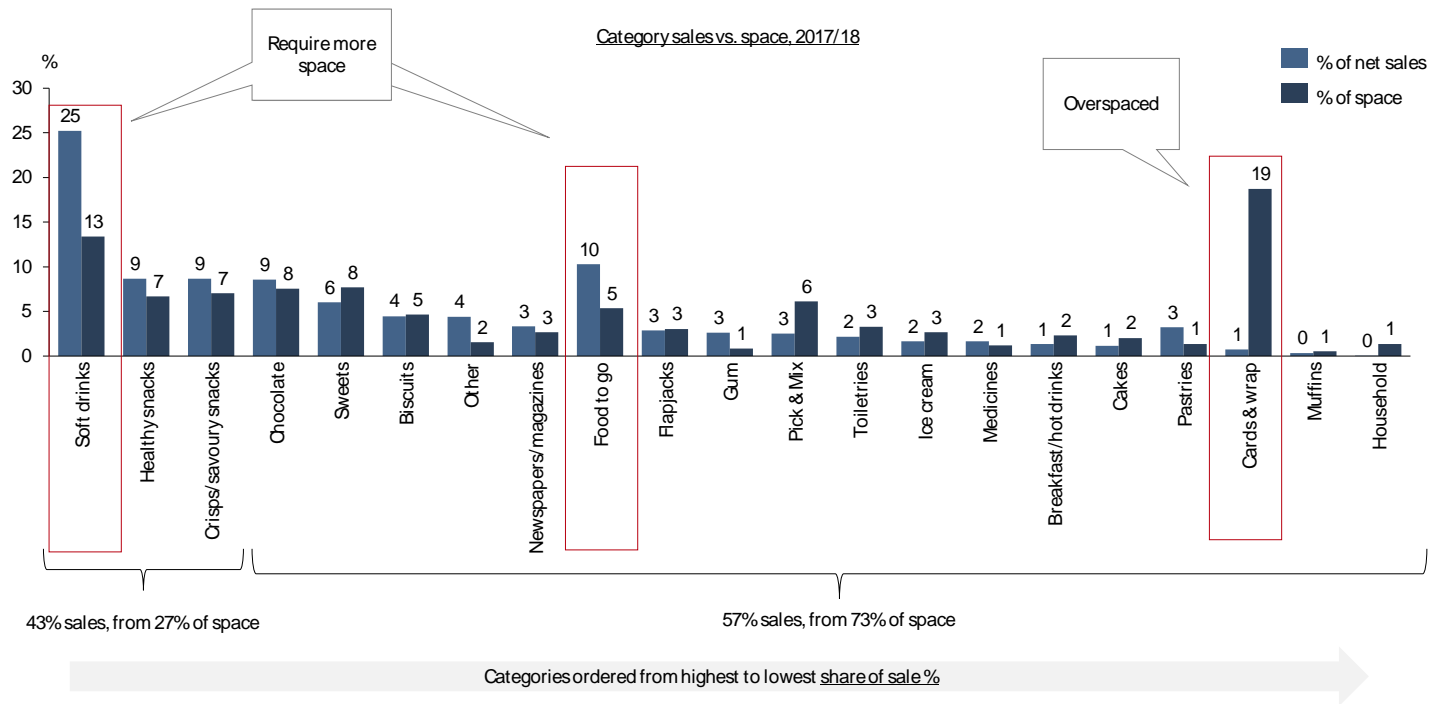
- Food-to-go and pastry volume data has been annualised
- Pick n Mix volume data has not been included due to inconsistencies in the data. For 2017/18, the data says that over 1.5million Pick n Mix transactions took place, compared to o.c.8,000-9,000 in previous years

The proportion of space allocated to each category is generally good, with the highest performing categories being allocated the highest proportion of space. However, this is not true for cards & wraps

Space Management

CURRENT PERFORMANCE | SPACE

Food to go and pastry sales data has been annualised

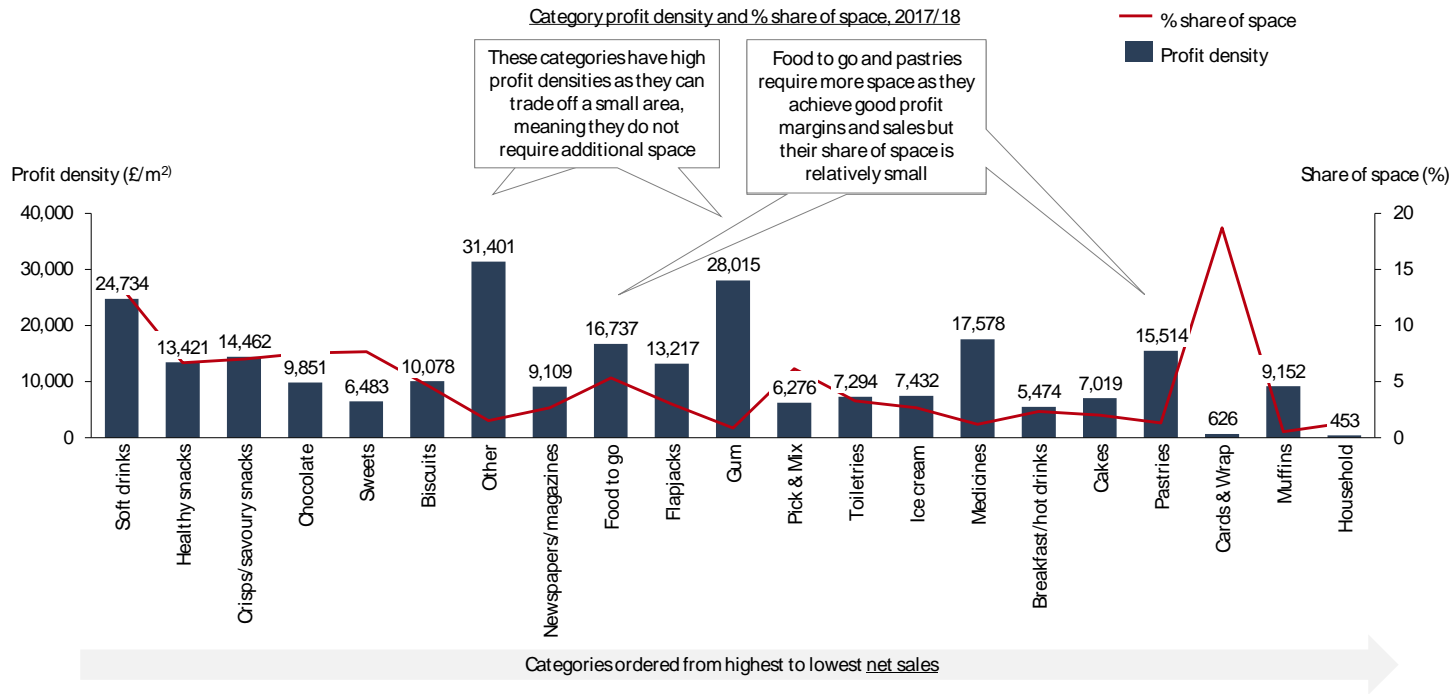


Soft drinks achieve a high profit density, despite having a high share of space, due to high net sales and a strong margin. Cards and wrap is over-spaced for the amount of profit it achieves

Space Management

CURRENT PERFORMANCE | PROFIT DENSITY

Food to go and pastry sales data has been annualised



Category summary

Summary

CATEGORY SUMMARY		Low	Medium	High	All data is 2017/18		
Category	Comment	Sales	Margin	Volume			
Soft drinks	Core category, volume driver and has high margins. Opportunity to expand this category further	109,048	45%	113,949			
Healthy snacks	Core category that continues to grow in popularity and differentiates Shop Extra. Relatively high priced products means that despite average margins and volumes, it is a core category for driving sales and profit growth	37,495	36%	34,994			
Crisps/ savoury snacks	Core category. Volume driver, strong margins and strong sales. However, it has a long tail so could be streamlined further	37,374	41%	43,959			
Chocolate	Core category. Volume driving category which delivers strong sales. Margins could be improved and category could be streamlined	37,019	30%	51,990			
Sweets	Big volume driving category. Poundzone is popular with students. Streamlining the category and improving margins would help drive profit	26,112	29%	34,567			
Biscuits	Staple category, which is particularly popular with staff. Opportunity to increase margins by charging more for products	19,347	36%	20,787			
Newspapers / magazines	Generally declining category due to customers going digital	14,433	25%	10,291			
Food to go	Futurestar	13,070	29%	20,435			
Flapjacks	Core to the offer and meal deals	12,355	48%	16,386			
Gum	Staple category. Volume driver, with a lot of impulse purchases. High margins and takes up relatively little space in store	11,336	32%	20,615			
Pick & Mix	Strong category. Low volume but due to high margins it has a healthy profit. Impulse purchases and a USP for the shop	10,941	53%	c.8,500			
Toiletries	Low volume and low value. Consider the value of continuing to stock this category	9,424	38%	8,183			
Ice cream	Low volume and sales. Very seasonal. Opportunity to enhance the range to appeal throughout the year	7,148	42%	5,539			
Medicines	Low volume and sales, but a useful category for campus users, which takes up relatively little space	7,060	45%	4,654			
Breakfast / hot drinks	Currently low volume and sales. However, this category has potential to grow further when coffee is introduced	5,769	33%	1,722			
Cakes	Currently low volume and sales. However, this category has potential to grow further when coffee is introduced	5,033	42%	7,051			
Pastries	Currently low volume and sales. However, this category has potential to grow further when coffee is introduced	3,767	22%	10,410			
Cards & wrap	Low sales and low volumes. Category that is using a lot of space, for little return	3,197	55%	2,018			
Muffins	Currently low volume and sales. However, this category has potential to grow further when coffee is introduced	1,495	49%	1,662			
Household	Low volume and low value. Consider the value of continuing to stock this category	182	50%	161			



CURRENT PERFORMANCE

Source: Union Shop Trading Data

26 | 40

19 July 2018

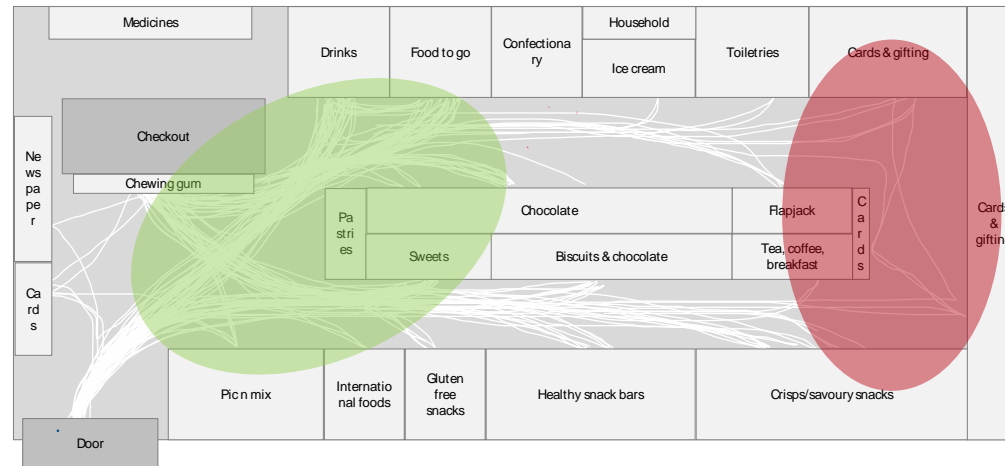
Contents

- Background and methodology
- Key considerations for future range and space planning
 - Customer
 - Competition
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 - Option 1
 - Option 2

Pragma observed that the current layout creates a bottleneck at the front-end of the store, as that is where the key categories are located

Layout & Flow

CURRENT STATE | FLOWS

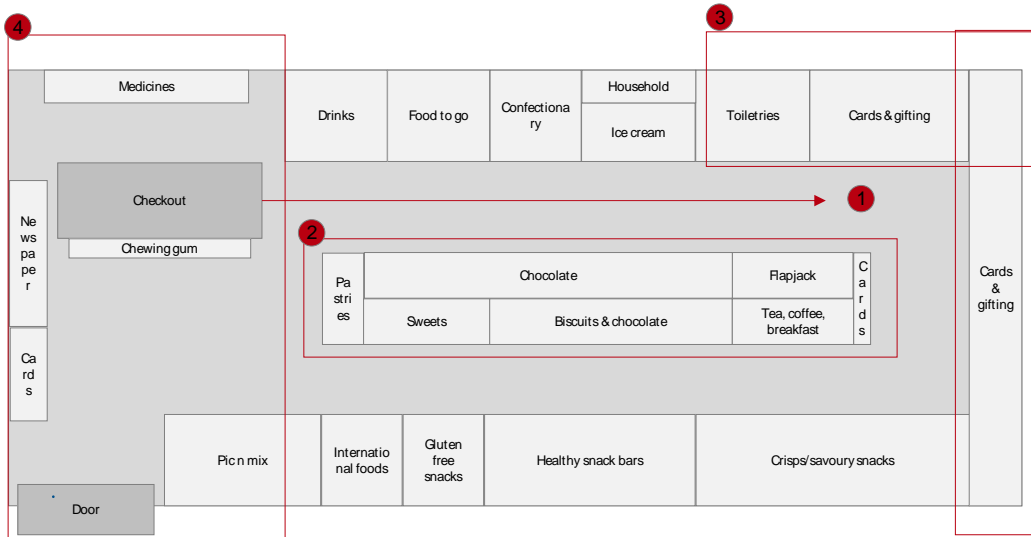


Observations

- The core categories are located towards the front of the store, which can create a bottleneck in busy times around the checkout
- Due to the aisles being quite narrow, over lunchtime the food-to-go areas can become crowded with people browsing
- The lower performing categories are located in the top right hand corner of the shop, which gets relatively low footfall
- The majority of customers do not walk around the whole shop, suggesting that customers are there on a particular mission, rather than to browse

There are a number of initiatives that Shop Extra could implement in order to improve customer flows throughout the shop, with the key aims of increasing customer experience, basket size and ATV

LAYOUT



1 Moving the checkout to the back of the shop would encourage customer to walk through the store and view more of the range, which may increase impulse purchases

This would be a high cost implication for this

2 Creating more walkway space through making the central unit slimmer could improve the customer experience and create areas for customer to dwell

This would be at the expense of losing space for products

3 Moving high volume 'destination' items to the back of the store would encourage customer to walk through the store and view more of the range

This would mean rearranging the store

4 Moving core items to the front of the store could help passers by see the range and encourage them to enter the store

This would mean rearranging the store and moving the checkout, which would have cost implications

5 Creating clusters can encourage customers to purchase complementary products

This would mean rearranging the store to ensure that these items are next to each other, which may be at the expense of other core products being in a prime position

Contents

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- Key considerations for future range and space planning
 - Customer
 - Competition
 - Current performance
 - Layout
- **Future options**
 - Option 1
 - Option 2

Contents

- Background and methodology
- Key considerations for future range and space planning
 - Customer
 - Competition
 - Current performance
 - Layout
- Future options
 - **Option 1**
 - Option 2

Option 1 – Streamline low performing categories, allowing additional space to be allocated to a differentiated food-to-go offer and coffee, alongside generally improving the merchandising

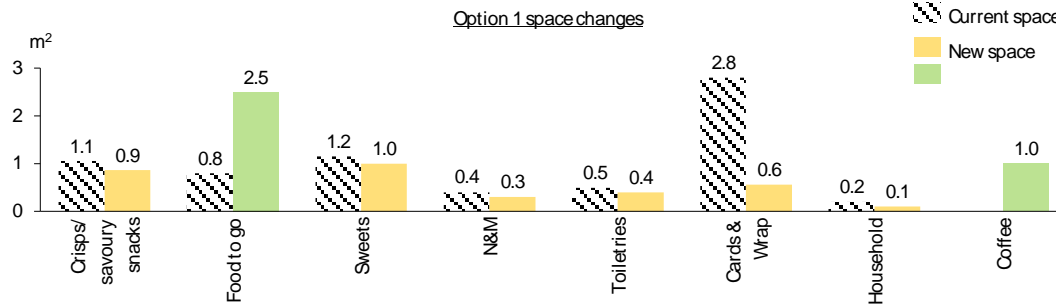
OPTION 1 CATEGORY MIX		Remove	Streamline	Grow
Category	Opportunity	Space	Range	Sales
Soft drinks	Core category which continues to grow. An improved food offer will lead to an increase in drinks sales	-	-	↑
Crisps / savoury snacks	Large category with long tail, streamline to make the range more focussed on key selling lines. Increased food-to-go sales and meal deals will increase crisp sales, despite removing low performing products	↓	↓	↑
Chocolate	Good category, guilty pleasure of the students and staff. Will sell more with increased food-to-go offer and meal deals	-	-	↑
Healthy snacks	Category that performs well and has grown significantly over the last 3 years. Sales expected to continue to rise as trend towards healthy eating increases. Consider including some items in meal deals or bundle offers and improve merchandising	-	-	↑
Sweets	Large category with long tail. Can afford to lose some of the lower sales products and still remain a core category. Poundzone does well, so focus attention on this area	↓	↓	-
Biscuits	Great for staff and a 'mission' purchase. Range is good. Opportunity to increase price of some products	-	~	↑
Other	Sales continue flat	-	-	-
Flapjacks	Sells very well and has a short tail. Sales will rise as food to go offer and meal deals increase	-	-	↑
Newspapers / magazines	Declining category in the market generally as customers go digital. Sell key lines and potential to offer subscriptions for students who want less common publications	↓	↓	↓
Food-to-go	Improve the offer and introduce new lunch time ranges	↑	↑	↑
Gum	Sells well. Keep as is	-	-	↑
Pick n Mix	Sells well. Great for 'missions' and impulse purchases. Keep as is	-	-	↑
Toiletries	Lots of products that sell relatively infrequently. Sell key lines only	↓	↓	↓
Ice cream	Sells well. Opportunity to enhance the range to appeal more to Asian students e.g. Mochi balls	-	~	↑
Medicines	Keep as is	-	-	-
Breakfast / hot drinks	Small range. Opportunity to bundle into a breakfast offer when coffee is introduced, if products are placed nearby	-	-	↑
Cakes	Great for staff and a 'mission' purchase	-	-	↑
Pastries	Expected to sell more once coffee is introduced if placed nearby and introduce breakfast deals	-	-	↑
Cards & wrap	Very long tail. Can streamline significantly and improve the range	↓	↓	↓
Muffins	Small category. Suggest locating with the pastries to create a mini 'bakery' style display. Introduction of coffee could enhance sales	-	-	↑
Household	Lots of products that sell relatively infrequently. Sell key lines only	↓	↓	↓
Coffee	Introduction of new category. Expected to enhance sales of complementary products	↑	↑	↑

To allow for food-to-go and coffee to thrive, the categories should be re-arranged to create clusters within the shop

OPTION 1 | LAYOUT

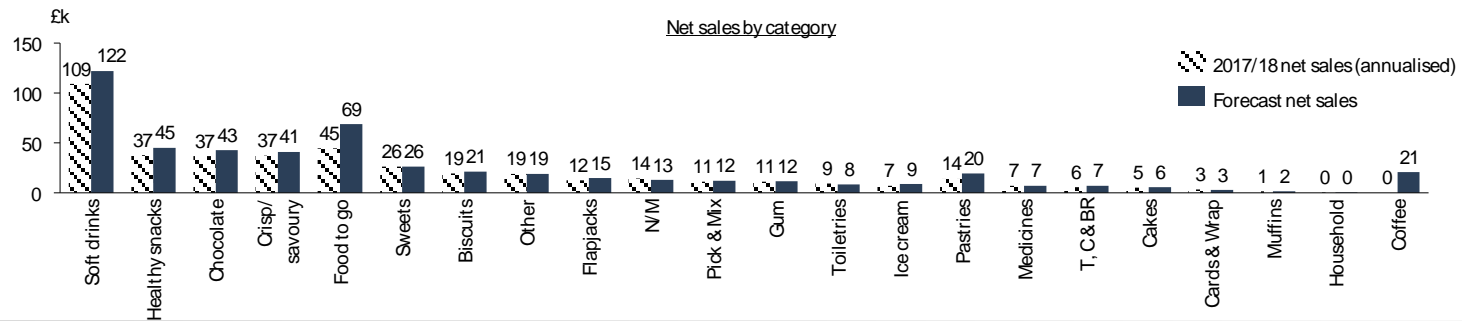
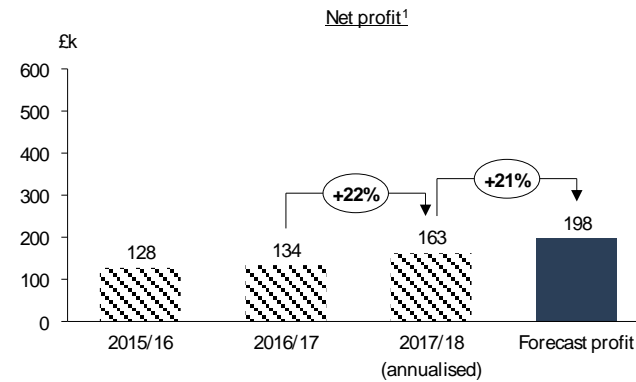
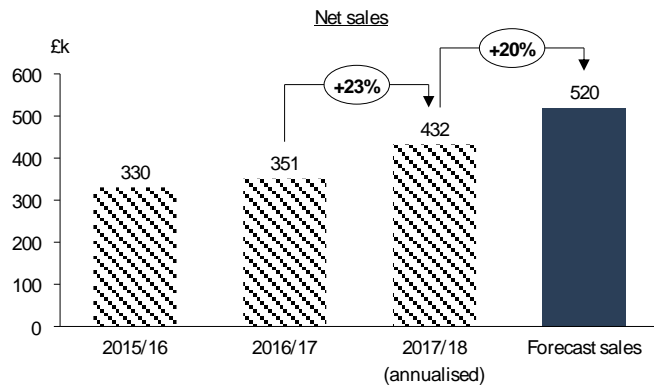


- Commentary – Option 1**
- Option 1 has relatively small changes with regard to the category and product mix
 - The majority of the additional space that has been created for food-to-go and coffee has come from removing space allocated to cards & wrap
 - In order to maximised food-to-go sales and pastry and coffee sales, Pragma suggests creating clusters within the store. For example, towards the front of the store there is a breakfast cluster with coffee, pastries, cakes and muffins. Towards the top of the store there is meal deal cluster, which has food to go, crisps and chocolates/ flapjacks
 - Pragma has reduced the space allocated to non-food items and has created a non-food cluster towards the back of the store
 - Placing ice creams towards the front of the store and visible to passers by may increase impulse purchases
- Layout improvements considered**
- ✓ High volume items towards the back of the store
 - ✓ Core items at the front
 - ✓ Clusters



With the additional space allocated to food to go and coffee and the reconfiguration of the space into clusters, Pragma estimates that sales will grow an additional 20%

OPTION 1 | NET SALES & PROFIT



Contents

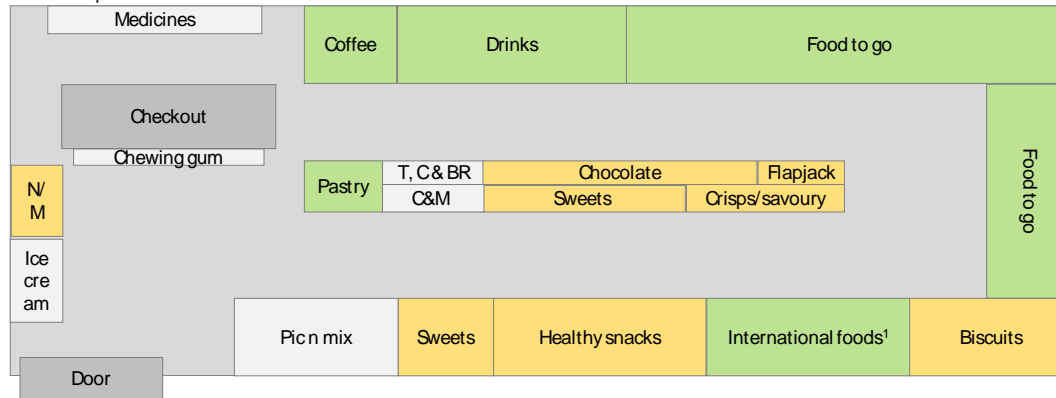
- Background and methodology
- Key considerations for future range and space planning
 - Customer
 - Competition
 - Current performance
 - Layout
- Future options
 - Option 1
 - **Option 2**

Option 2 – Increase food-to-go offer significantly, streamline other core categories to key lines and remove non-food products

OPTION 2 CATEGORY MIX		Remove	Streamline	Grow
Category	Opportunity	Space	Range	Sales
Soft drinks	Increase the space and introduce new drinks ranges that will appeal to the Asian students. For example, Bubble Tea	↑	↑	↑
Crisps/ savoury snacks	Streamline the crisps and savoury snacks to only sell key lines. Increase the amount of dry Asian food e.g. noodlepots	↓	↓	↑
Chocolate	Streamline the chocolate to only sell top performing lines. Brands such as Ritter Sport can be removed	↓	↓	↑
Healthy snacks	Streamline this category to sell top performing lines, from each of the brands. For example Shop Extra sells 12 Eat Natural bars, but 50% of the sales come from only 2 bars (Protein packed and Almond/ Apricot)	↓	↓	↑
Sweets	Streamline the sweets, protecting the Poundzone area, which accounts for 66% of sweet sales	↓	↓	↑
Biscuits	Streamline and increase prices of some of the products, which are not available elsewhere	↓	↓	↑
Other	Keep as is	-	-	↑
Flapjacks	This category sells very well and has one of the shortest tails, however to ensure enough room for grab and go some of the products could be removed (Primarily the multipacks)	↓	↓	↑
Newspapers/ magazines	Declining category in the market generally as customers go digital. Sell key lines and potential to offer subscriptions for students who want less common publications	↓	↓	↑
Food to go	Increase significantly. Introduce new food categories and make this category a core focus for the shop. Focus on breakfast and improved fresh snacking offer also	↑	↑	↑
Gum	Sells well. Keep as is	-	-	↑
Pick n Mix	Sells well. Great for 'missions' and impulse purchases. Keep as is	-	-	↑
Toiletries	Remove	X	X	X
Ice cream	Sells well. Opportunity to enhance the range to appeal more to Asian students e.g. Mochi balls	-	-	↑
Medicines	Keep as is	-	-	↑
Breakfast / hot drinks	Small range. Opportunity to bundle into a breakfast offer when coffee is introduced, if products are placed nearby	-	-	↑
Cakes	Great for staff and a 'mission' purchase	-	-	↑
Pastries	Increase space dedicated and create more of a bakery selection. Opportunity to introduce fresh cakes as well as pastries	↑	↑	↑
Cards & wrap	Remove	X	X	X
Muffins	Small category. Suggest locating with the pastries to create a mini 'bakery' style display. Introduction of coffee could enhance sales	-	-	↑
Household	Remove	X	X	X
Coffee	Introduction of new category. Expected to enhance sales of complementary products	↑	↑	↑

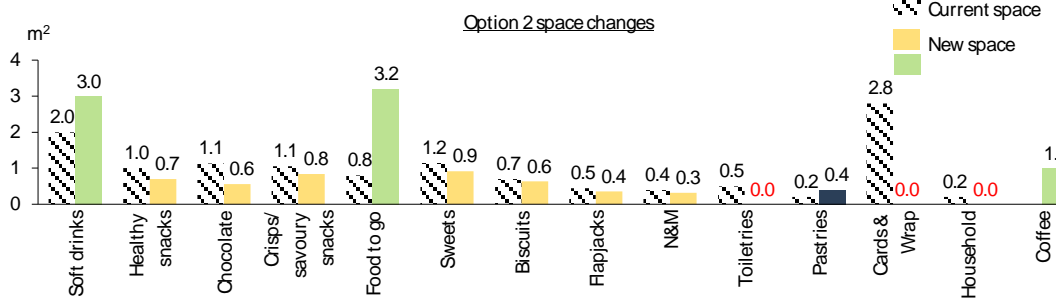
To allow enough dwell space around the fresh food areas, Pragma suggests increasing the overall aisle walkway space

OPTION 2 | LAYOUT



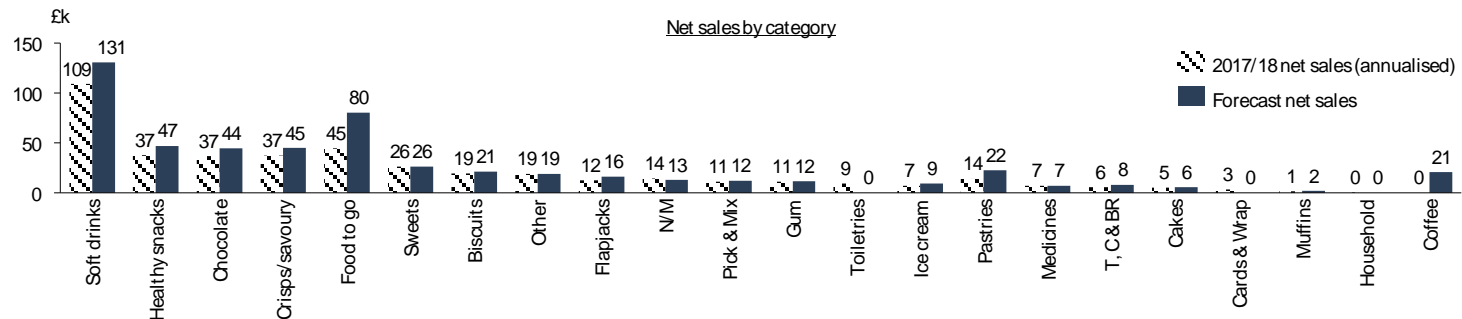
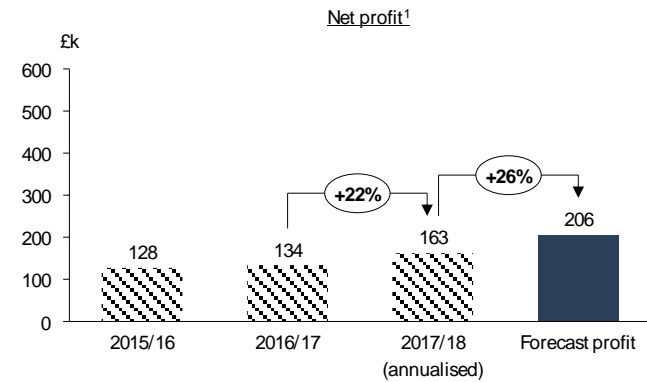
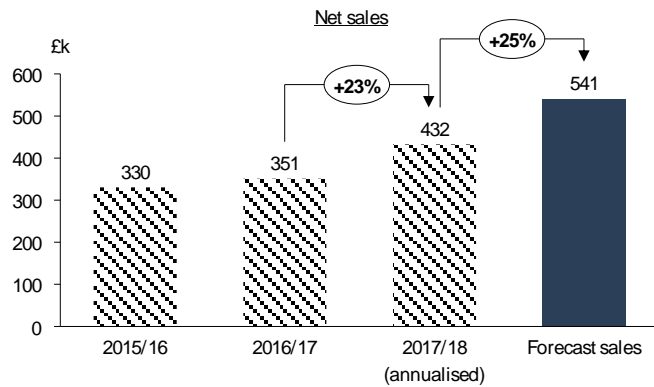
Commentary – Option 2

- For Option 2, there is a more significant focus on the food-to-go and fresh food offer. This additional space has been created by removing several non-food categories
 - Total space has been reduced, to open up the shop floor and allow more space for browsing the enhanced food to go offer
 - There is also more of an emphasis on breakfast time in this model, with more space dedicated to pastry
 - A similar approach to clustering has been applied as in Option 1
 - Quick purchases (e.g. water) still remain near the door, but food to go has been moved to the back of the store to allow for dwell time and encourage flow
 - Allocating this much space to food and drink means that there needs to be a much larger range and consideration needs to be given to the operational implications of having an enhanced food offer
- Layout improvements considered**
- ✓ More space generally
 - ✓ High volume items towards the back of the store
 - ✓ Core items at the front
 - ✓ Clusters



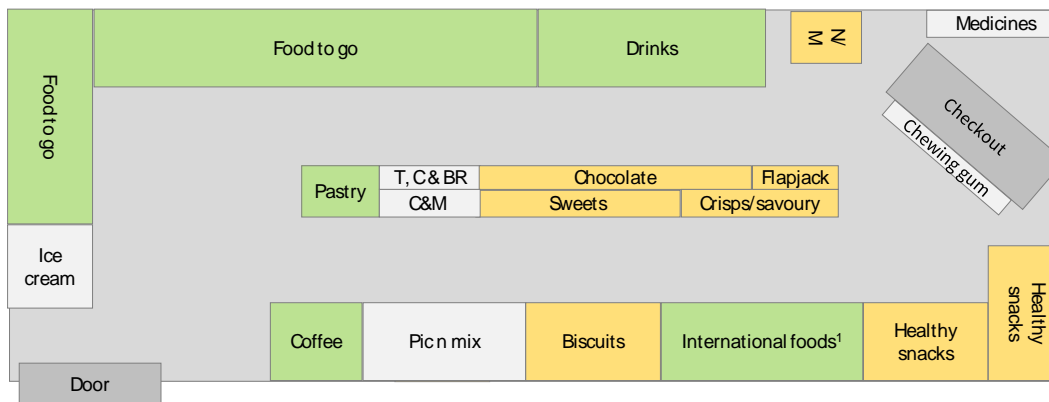
With the additional space allocated to fresh food and dwell areas alongside the reconfiguration of the space into clusters, Pragma estimates that sales will grow an additional 25%

OPTION 2 | NET SALES & PROFIT



Alternatively, option 2 could be reconfigured so that the checkout is at the rear of the store, which would allow for food to go to be viewed by more passers by. However, this would be a big infrastructure change with high cost implications

ALTERNATIVE OPTION 2



Pros/ cons to rearranging the layout to this way

For the alternative option 2 layout, the same space has been allocated to each category as the original option 2

Benefits to alternative option 2 layout

- ✓ Checkout at the far end make customers walk through the store and view a wider range of products, which could encourage impulse purchases
- ✓ Food to go is visible to passers by
- ✓ The smell of coffee may encourage passers by to enter the store
- ✓ Clusters have been created to encourage complementary product purchases
- ✓ The central unit is slimmer (same as option 2), which allows for more dwell space

However, this is a large scale change, which would incur high infrastructure and costs



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