

**Imperial College Union  
Back to Basics Work Programme 2022-23**

Author(s): Tom Newman (Managing Director)  
 Summary: The work programme ensures the Union reaches an adequate operation and service across the Organisation, and enables a solid foundation for the next iteration of its strategy.  
 Action: To note

### 1. Context

There is no use moving to a new strategy if the Union still can't meet the needs of its members through the delivery of its basic operations.

A programme of work will be undertaken to ensure the organisation is either confidently delivering the basics or proactively working to achieve them by the end of 2022-23. This should aim to achieve:

- Compliance with statutory duties.
- Defined core services that deliver their basic function.
- Key performance indicators for all services.

This will be owned by the Senior Managers and delivered via the Management Committee and the Operational Management Group.

### 2. The Work

#### 3.1 2022-23 Programme of Work

The following work has been identified to be completed within the 2022-23 academic year.

Work	Approving Committee	When	SMT Lead
Manager's Toolkit	Senior Management Team	Nov-22	Ashley Cory
Staff toolkit	Senior Management Team	Nov-22	Ashley Cory
People and Culture Plan 22-23	Senior Management Team	Nov-22	Ashley Cory
Approach to Officer Support 22-23	Management Committee	Jan-23	Tom Newman and Cat Turhan
Behaviour Framework 2022-23 (including reward and recognition)	Senior Management Team	Jan-23	Tom Newman and Ashley Cory
Management Committee Schedule of Business	Senior Management Team	Jan-23	Tom Newman
Operational Management Group Schedule of Business	Senior Management Team	Jan-23	Tom Newman
Core Annual Event Planning Cycle (Welcome, Elections, Summer Ball)	Senior Management Team	Jan-23	Tom Newman

Business Planning Approach (including annual operating planning, capital projects, officer manifesto)	Management Committee and Board	Feb-23	Rob Scully
Risk Approach (operational risk, reporting risk, managing risk)	Finance and Risk	Feb-23	Rob Scully
Health and Safety Operational plan (training matrix, audit, policy implementation plan)	Senior Management Team	Feb-23	Rob Scully
All Policy Review Tracker (all Union policies listed with review dates)	Senior Management Team	Feb-23	Tom Newman
Commercial Income Report	Senior Management Team	Feb-23	Rob Scully and Michelle Berry
PDR Approach (linked to Planning Approach)	Senior Management Team	Mar-23	Ashley Cory
Skills Audit and Matrix (for each role, each level and each directorate)	Senior Management Team	Apr-23	Ashley Cory
Building Management Plan	Senior Management Team	Apr-23	Rob Scully
EDI Strategy/Plan	Board of Trustees	May-23	Tom Newman and Cat Turhan
Digital Transformation	Board of Trustees	May-23	Ashley Cory
Scheme of Delegation	Board of Trustees	May-23	Rob Scully
Working Together with Dramsoc Project	Management Committee	May-23	Rob Scully
Compliance: Fundraising	Board of Trustees	May-23	Rob Scully
Casual Staff Toolkit	Senior Management Team	Jul-23	Ashley Cory
Service Model (Every Directorate and subsequent Team should have a service model, inc organogram, principles for service, priorities)	Senior Management Team	Jul-23	Rob Scully, Cat Turhan and Michelle Berry
Service Level Agreements and KPI Dashboards (for all Teams/Services)	Senior Management Team	Jul-23	Cat Turhan, Rob Scully and Michelle Berry
Project Management Framework and Approach	Senior Management Team	Jul-23	Ashley Cory
Storage Plan (Principled based approach and a protocol for managing storage)	Management Committee	Jul-23	Rob Scully and Cat Turhan
Space Utilisation Review	Management Committee	Jul-23	Rob Scully and Cat Turhan

Union Building Compliance Work	Management Committee	Aug-23	Tom Newman and Rob Scully
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### 3.2 2023-24 Programme of Work and Accompanying Work for the New Strategy

<b>Work</b>	<b>Approving Committee</b>	<b>When</b>	<b>SMT Lead</b>
Approach to Officer Support 2023	Management Committee	Mar-23	Cat Turhan
People and Culture Plan 2023	Board of Trustees	Jul-23	Ashley Cory
Union Balanced Scorecard (organisational performance monitoring, individual monitoring)	Board of Trustees	Jul-23	Tom Newman
Sustainability Strategy/Plan	Board of Trustees	Dec-23	Tom Newman and Rob Scully
Capital Expenditure Plan	Board of Trustees	Dec-23	Tom Newman and Rob Scully
Democracy Review	Board of Trustees	Jul-24	Cat Turhan
Corporate Structure Review	Board of Trustees	Jul-24	Rob Scully
HR SLA	Board of Trustees	Jul-24	Rob Scully and Ashley Cory
Research and Policy Model	Management Committee	Dec-24	Cat Turhan