

**April Update**

# Operating Plan

▲ 2014/15

# Enhancing the Student Experience

	<b>Strategic Objective (By July 2016)</b>	<b>Year One Status (by July 2014)</b>	<b>Year Two Outcome (by July 2015)</b>	<b>Year Two Actions</b>	<b>April Update</b>
<b>SE1</b>	Continue to grow membership in Clubs, Societies & Projects each year of the plan and develop the support available to them.	Increased membership year on year	Grow year on year memberships in Clubs, Societies and Projects by July 2015	<ol style="list-style-type: none"> <li>1.Run Give it a Go Activities in October and January</li> <li>2. Complete 100 CSP development plans by July</li> <li>3. Conduct 'Exit' survey for CSP officers during June</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Give it a go successful in October. Applications now received for January sessions</li> <li>1.2 Ongoing</li> <li>1.3 On track</li> </ol>
<b>SE2</b>	Introduce a Volunteering Accreditation scheme, which is recognised by the College, and helps students identify the skills they gain through their involvement in our activities.	Imperial Plus scheme launched with 378 students registered and more than 200 likely to complete in the first year	Ensure 300 students complete the Imperial Plus award or accreditation by July 2015	<ol style="list-style-type: none"> <li>1. Launch bespoke Imperial Plus programmes from Constituent Unions and Welfare/Liberation Officers by November</li> <li>2. Review Imperial Plus Qualification scheme and launch 2015/16 scheme by April</li> <li>3. Deliver six Volunteering Accreditation workshops at non SK campuses by July 2015</li> </ol>	<ol style="list-style-type: none"> <li>2.1 Not enough volunteers from one group (6) have chosen to work toward the Accreditation to offer a cost effective bespoke programme. How we communicate this (and the programme as a whole) will be reviewed for 2015-16.</li> <li>2.2 Review paper submitted to SMT in April 2015. Applications for 2015/16 are now open.</li> <li>2.3 The final three workshops were scheduled but with minimal take up. Successful delivery of workshops away from SK will be included in the comms review.</li> </ol>
<b>SE3</b>	Increase the number of students employed by the Union in each year of the plan.	Increased amount of students employed to 239	Increase the amount of students employed by the Union to 300 by July 2015	<ol style="list-style-type: none"> <li>1. Review the Union's approach to Casual Staffing by October</li> <li>2. Undertake student staff recruitment exercise by October</li> <li>3. Recruit staff for 2015/16 by June</li> </ol>	<ol style="list-style-type: none"> <li>3 Over 270 student staff employed so far this year</li> </ol>
<b>SE4</b>	Introduce and establish a Development Programme for key volunteers and provide formal volunteering management qualifications.	Pilot scheme under way with 20 students registered	Ensure 15 students complete the Imperial Plus Qualification by January 2015	<ol style="list-style-type: none"> <li>1. Support current Cohort to complete Qualification by January</li> <li>2. Ensure Imperial Plus is fully communicated in Welcome materials by October</li> <li>3.Launch Volunteering Training Conference by October 2015</li> </ol>	<ol style="list-style-type: none"> <li>4.1 Regular meetings held in the spring between mentors and mentees to offer support. 12 volunteers have gained the Qualification to date.</li> <li>4.2 Complete.</li> <li>4.3 A full review of the training we provide volunteers has been conducted. Training programme will be developed for autumn and spring 2015/16</li> </ol>

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<b>SE5</b>	Achieve Investing in Volunteers Status	Planning for initial assessment in July	Achieve Investing in Volunteers Status	<ol style="list-style-type: none"> <li>1. Self-assessment completed and feedback received in February with development plan submitted in April. Working group established.</li> <li>2. Working towards our initial assessment in December 2015.</li> </ol>	<ol style="list-style-type: none"> <li>1. Self-assessment completed and feedback received in February with development plan submitted in April. Working group established.</li> <li>2. Working towards our initial assessment in December 2015.</li> </ol>
<b>SE6</b>	Grow our Student Volunteering scheme and increase the amount of students volunteering in the outside world.	Community Connections scheme launched	Ensure that 500 volunteer positions are filled by an Imperial College Union Member through Community Connections in 2014-15.	<ol style="list-style-type: none"> <li>6.1 Complete</li> <li>6.2 Complete, next fair scheduled for 13 October 2015.</li> <li>6.3 13 organisations became Community Connections Partners in term two. 3550 Volunteer positions through 185 opportunities available through Community Connections so far this year.</li> </ol>	<ol style="list-style-type: none"> <li>6.1 Community Connections featured in all welcome materials and promoted via social networks in the build up to welcome week.</li> <li>6.2. Volunteer Fair held in October with 40 partner and student groups, visited by 500 students.</li> <li>6.3. 2658 Volunteer positions through 139 opportunities available through Community Connections so far this year.</li> </ol>
<b>SE7</b>	Develop and publish, in the first year of the plan, a Postgraduate Student Engagement Strategy, in tandem with the College's review of Taught Postgraduate provision	Strategy not completed yet, pending discussions with the Graduate School	Publish Postgraduate Students Engagement Strategy by January 2015	<ol style="list-style-type: none"> <li>1. Undertake research work by September</li> <li>2. Publish draft strategic outcomes by October and consult</li> <li>3. Submit final strategy to Board of Trustees by January</li> </ol>	<ol style="list-style-type: none"> <li>7.1 Project Implementation Plan developed</li> <li>7.2 Dates amended as per PIP</li> <li>7.3 PIP submitted – final report now due in the Spring</li> </ol>
<b>SE8</b>	Ensure that the Union delivers at least three key contributors to the College's Graduate Attributes project	Ongoing discussions with College as this scheme develops	Continue involvement in Graduate Attribute development and ensure that the Union feature in the delivery of at least three key attributes	<ol style="list-style-type: none"> <li>8.1 Ongoing</li> <li>8.2 Discussions with College ongoing</li> <li>8.3 Awaiting meeting with Graduate Attributes project lead.</li> </ol>	<ol style="list-style-type: none"> <li>8.1 Ongoing</li> <li>8.2 Discussions with College ongoing</li> <li>8.3 On track</li> </ol>

# Amplifying the Student Voice

	<b>Strategic Objective (By July 2016)</b>	<b>Year One Status (by July 2014)</b>	<b>Year Two Outcome (by July 2015)</b>	<b>Year Two Actions</b>	<b>January Update</b>
<b>SV1</b>	Increase the amount and proportion of students who take part in the Union elections during each year of the plan.	(In main elections) amount of students increased but proportion decreased. Amount and proportion increased across all elections	Grow year on year memberships in Clubs, Societies and Projects by July 2015	<ol style="list-style-type: none"> <li>1. Complete Elections review and plan for Governance Committee by October</li> <li>2. Develop detailed plan for Big Elections by November</li> <li>3. Complete development of new eVoting and email system by February</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Completed</li> <li>1.2 Completed</li> <li>1.3 On track</li> </ol>
<b>SV2</b>	Review our democratic structures to ensure that they maximise engagement and add value to the Union's decision-making, and put proposals to decision-making bodies within the first year of the plan.	Increase the amount and proportion of students who take part in the Union Elections	Publish proposals resultant from Democracy Review research, consult and gain assent	<ol style="list-style-type: none"> <li>1. Develop and Agree Project Implementation Plan by October</li> <li>2. Complete review and develop initial recommendations for consultation by November</li> <li>3. Submit recommendations for approval by January</li> </ol>	<ol style="list-style-type: none"> <li>2.1 On track</li> <li>2.2 Consultation sessions and focus groups conducted with Union Council members</li> <li>2.3 Initial options presented to Union Council this term</li> </ol>
<b>SV3</b>	Continue to be a champion of academic best practice by developing our Student Academic Choice Awards scheme, with more than 1,000 students submitting nominations during the final year of the plan.	593 nominations received from 432 students	Grow the scale of the Student Academic Choice awards and receive nominations from 600 students	<ol style="list-style-type: none"> <li>1. Develop report and plan for SACAs by August</li> <li>2. Decide upon Faculty involvement in awards ceremony by December</li> <li>3. Deliver Awards ceremony by June</li> </ol>	<ol style="list-style-type: none"> <li>3.1 Completed and PIP developed</li> <li>3.2 Completed – not pursuing but sharing data with College Faculties</li> <li>3.3 On track</li> </ol>
<b>SV4</b>	Continue to publish an annual Impact Report detailing the positive changes the Union has made through officers, representatives and initiatives.	On track for term one report and one Annual Report	Publish two termly Impact reports and one annual Impact Report	<ol style="list-style-type: none"> <li>1. Publish Term One Report by December</li> <li>2. Publish Term Two report by April</li> <li>3. Publish Annual Impact report by July</li> </ol>	<ol style="list-style-type: none"> <li>4.1 Completed</li> <li>4.2 In final production</li> <li>4.3 On track</li> </ol>

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<b>SV5</b>	Develop our engagement with local MPs, members of the London Assembly and representatives of local authorities, publishing the outcomes of these discussions to our members on an annual basis.	Significantly exceed this target through meetings with several MPs, councillors, AM and MEP	Meet with local and national politicians and publish lobbying outcomes on a quarterly basis	<ol style="list-style-type: none"> <li>1. Develop 2015 General Election plan by October</li> <li>2. Invite each newly elected councilor with more than 100 students to visit the union by May</li> <li>3. Deliver voter registration campaign by March</li> </ol>	<ol style="list-style-type: none"> <li>5.1 Completed</li> <li>5.2 On track</li> <li>5.3 Completed</li> </ol>
<b>SV6</b>	Continue to develop relevant response documents, and in particular to respond in detail to the College's consolidated annual Student Survey and the National Student Survey during each year of the plan.	NSS Response Residential Experience Review International Students Inquiry	Deliver at least four responses to Internal and External Consultations	<ol style="list-style-type: none"> <li>1. Publish responses to NSS, SES and PTES within 10 weeks of data release</li> <li>2. Write responses to at least two external consultations</li> <li>3. Use the Student Consultation framework to engage with at least 5 student consultations run by the College, which seek to achieve Union recognition for their Consultation process.</li> </ol>	<ol style="list-style-type: none"> <li>6.1 PTES and NSS Completed but slightly behind target</li> <li>6.2 Response to Parliamentary Migration Group</li> <li>6.3 On track</li> </ol>
<b>SV7</b>	Support 10 student-led campaigns with demonstrable outcomes each year by the end of the plan.	Delivered five student led campaigns this year	Deliver eight student led campaigns and publish outcomes in Impact Report by July 2015	<ol style="list-style-type: none"> <li>1. Generate at least 10 campaign ideas with student groups by March</li> <li>2. Launch eActivities system and web content for supporting student campaigning by October</li> <li>3. Publish campaigns toolkit by September</li> </ol>	<ol style="list-style-type: none"> <li>7.1 On track – high levels of engagement from liberation officers</li> <li>7.2 Completed - new section of Union website launched</li> <li>7.3 Campaigns manual and officer packs completed</li> </ol>
<b>SV8</b>	Develop the support available to Academic Representatives, including the launch of an annual Representatives Conference, and increase the number of students in these roles supported by the Union in each year of the plan.	Delivered first ever Representation Conference.	Increase awareness of reps to 75% and increase attendance at Representation Conference to 100 reps and 50 staff	<ol style="list-style-type: none"> <li>1. Deliver revised Representation Conference following review by March</li> <li>2. Measure satisfaction of reps with role/support available to them by December</li> <li>3. Train 80% of UG reps and 75% of PG reps in person by December</li> </ol>	<ol style="list-style-type: none"> <li>8.1 Completed</li> <li>8.2 Completed</li> <li>8.3 On track</li> </ol>

# Building a Student Community

	<b>Strategic Objective (By July 2016)</b>	<b>Year One Status (by July 2014)</b>	<b>Year Two Outcome (by July 2015)</b>	<b>Year Two Actions</b>	<b>April Update</b>
<b>SC1</b>	Publish an annual 'Advocacy to Action' Report, detailing how our advocacy, representation and campaigning work combine to improve the lives of students.	Processes in place – on track to publish outcomes	Publish Advocacy to Action outcomes through Impact reporting processes	<ol style="list-style-type: none"> <li>1. Begin to publish a monthly Advocacy to Action update by November</li> <li>2. Publish Annual report by June 2014</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Monthly meetings take place to share ideas leading to campaigns such as Medic Funding</li> <li>1.2 On track –considering integration with the Impact Report</li> </ol>
<b>SC2</b>	Review the advice provision available to students on campus, including our own Advice Centre service and make recommendations to the College and the Union's Board of Trustees.	Scope being developed in consultation with the College	Complete Review of Student Advice Provision by July 2015	<ol style="list-style-type: none"> <li>1. Finalise Review plan by September</li> <li>2. Complete Review by March</li> <li>3. Increase satisfaction in Advice Centre by 10% by July</li> </ol>	<ol style="list-style-type: none"> <li>2.1 Operational Review underway – plan to come to Board in the Spring</li> <li>2.2 In progress</li> <li>2.3 On track</li> </ol>
<b>SC3</b>	Work in partnership with the College to review and improve the 'Welcome Week' provision through a review of the Union's activities and advising the College on how to improve their own arrangements.	Provision reviewed and improved for 2013 with positive satisfaction ratings	Review and develop Welcome Week provision and obtain 90% satisfaction rating from new students	<ol style="list-style-type: none"> <li>1. Complete full review of Welcome section of Website by August</li> <li>2. Develop and deliver Welcome week objectives by August</li> <li>3. Conduct Welcome Week Survey by October</li> </ol>	<ol style="list-style-type: none"> <li>3.1 Completed</li> <li>3.2 Completed</li> <li>3.3 Completed</li> </ol>

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<b>SC4</b>	Complete a research-based report on Diversity, Inclusion and Liberation on campus, including Union activities and to develop a Union action and lobbying plan in response to the findings	No progress	Publish research-based report on Diversity, Liberation and inclusion by July 2015	<ol style="list-style-type: none"> <li>1. Develop Project Implementation Plan for research and report development by September</li> <li>2. Undertake Research in to 'Lad' culture by January</li> <li>3. Complete draft report by May</li> </ol>	<ol style="list-style-type: none"> <li>4.1 On track but delayed</li> <li>4.2 As above – wrapped up into 'positive community' campaigns</li> <li>4.3 On track</li> </ol>
<b>SC5</b>	Review the Union's processes for recognising students' and volunteers' achievements, including a review of the Union Awards scheme.	Review taken place and 'pilot' changes implemented for Summer 2014	Review 2015 changes to Awards scheme, develop and implement year 2 changes by March 2015	<ol style="list-style-type: none"> <li>1. Conduct consultation of current Awards by November</li> <li>2. Gain agreement for changes and develop plan by January</li> <li>3. Deliver Union Awards by June</li> </ol>	<ol style="list-style-type: none"> <li>5.1 Decision to keep awards 'as is' for this year</li> <li>5.2 On track</li> <li>5.3 On track</li> </ol>
<b>SC6</b>	Develop, publish and deliver a Campus Outreach Plan which outlines the Union's activities and objectives for providing services and representation to students who study at outlying campuses.	Campus Outreach Plan developed and approved	Deliver year two outcomes from Campus Outreach Plan	<ol style="list-style-type: none"> <li>1. Promote and have at least one physical presence at non-SK campuses relating to Stress Less, GIAG and Rep week by May</li> <li>2. Create Campus-specific areas of the Union website by September</li> <li>3. Develop an action plan with the GSU to create, support and sustain student communities at Hammersmith and St Mary's by October</li> </ol>	<ol style="list-style-type: none"> <li>6.1 On track</li> <li>6.2 Paused to review Outreach strategy responsibilities</li> <li>6.3 New GSU President to be elected in May and review conducted after</li> </ol>
<b>SC7</b>	Publish a research-based report on 'Student Journeys' highlighting the various changing demographics, trends, behaviours and needs of our members to inform our approach to representation, services and activities and deliver an action plan as a result of the findings	Initial scoping and methodology discussions have taken place	Publish Student Journeys Report by July 2015	<ol style="list-style-type: none"> <li>1. Develop Project Implementation Plan by October</li> <li>2. Develop Draft report by March 2014</li> <li>3. Publish report and integrate with strategy development discussion by July 2015</li> </ol>	<ol style="list-style-type: none"> <li>7.1 No progress</li> <li>7.2 As above</li> <li>7.3 As above</li> </ol>

# Creating a Sustainable Organisation

	<b>Strategic Objective (By July 2016)</b>	<b>Year One Status (by July 2014)</b>	<b>Year Two Outcome (by July 2015)</b>	<b>Year Two Actions</b>	<b>April Update</b>
<b>SO1</b>	Secure a funding agreement for the years following 2016, with a real-terms increase in the total level of funding from the College for each year of the agreement.	Funding currently in place for 14/15 and 15/16	Agree process for 2016/17 funding discussions by July 2015	<ol style="list-style-type: none"> <li>1. Report financial positions and strategic plan progress to key College staff by October</li> <li>2. Begin initial discussions with College management by January</li> <li>3. Agree process by July</li> </ol>	<ol style="list-style-type: none"> <li>1.1 Completed</li> <li>1.2 Completed</li> <li>1.3 See New Strategy PIP - presented to this board meeting</li> </ol>
<b>SO2</b>	Review our approach to customer services in all parts of the Union and implement Customer Promises in all of our student facing outlets	Customer Promises for Commercial Outlets developed	Expand Customer Promises scheme to include all non-commercial departments by January 2015	<ol style="list-style-type: none"> <li>1. Develop second phase promises by September</li> <li>2. Review scheme and revise promises as necessary by May</li> <li>3. Develop and implement Customer Services monitoring scheme by October</li> </ol>	<ol style="list-style-type: none"> <li>2.1 Due in May</li> <li>2.2 On track</li> <li>2.3 On track</li> </ol>
<b>SO3</b>	Demonstrate our commitment to being an excellent employer by securing and retaining Investors in People status	Initial assessment planned for Summer 2014	Achieve Investors in People status by July 2015	<ol style="list-style-type: none"> <li>1. Develop action plan following initial assessment by September</li> <li>2. Arrange follow up assessment by July</li> </ol>	<ol style="list-style-type: none"> <li>3.1 Complete</li> <li>3.2 Achieved IIP standard - 'Improvement Planning Meeting' scheduled for end of April. Plan to be assessed for higher standard next February. See paper presented to this board meeting.</li> </ol>
<b>SO4</b>	Grow our reserves and strengthen our balance sheet by generating a surplus in each year of the plan and ensuring that our capital expenditure is outweighed by our depreciation repayments	On track to hit budgets in 2014	Deliver the Union's annual budgets	<ol style="list-style-type: none"> <li>1. Achieve revenue budgets in all areas by July</li> <li>2. Achieve bottom-line budgets in all areas by July</li> <li>3. Deliver the Capital Budget by July</li> </ol>	<ol style="list-style-type: none"> <li>4.1 March management accounts show surplus of over £30k</li> <li>4.2 On track</li> <li>4.3 On track</li> </ol>



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<b>S05</b>	Receive and retain full assurance from internal auditors	Achieved 'Substantial' Assurance Rating	Achieve 'Full' Assurance (or equivalent) from internal auditors	<ol style="list-style-type: none"> <li>1. Report 2014 Audit findings to F and R and College Audit Committee by December</li> <li>2. Develop action plan in response to 2014 audit by October</li> <li>3. Complete internal audit by May</li> </ol>	<ol style="list-style-type: none"> <li>5.1 Completed with great feedback</li> <li>5.2 Completed</li> <li>5.3 Audit completed in April, initial feedback very positive - waiting for final report in May</li> </ol>
<b>S06</b>	Complete a review of our organisational structure, including consideration of incorporation or forming of a subsidiary	No requirement for change	Complete review and options appraisal for Board of Trustees to include CIO and trading subsidiary	<ol style="list-style-type: none"> <li>1. Complete assessment on CIO status by January</li> <li>2. Complete assessment on trading subsidiary by March</li> <li>3. Submit options paper to Board by May</li> </ol>	<ol style="list-style-type: none"> <li>6.1 Delayed</li> <li>6.2 Delayed</li> <li>6.3 Delayed pending potential Woodward Hall project</li> </ol>
<b>S07</b>	Develop and Publish our first Corporate Social Responsibility Policy	Gained agreement for involvement in Green Impact Awards Scheme	Gain agreement for Social Responsibility Policy 2015 and gain Bronze accreditation in Green League scheme	<ol style="list-style-type: none"> <li>1. Register with Green League by October</li> <li>2. Develop initial draft of CSR policy by January</li> <li>3. Submit CSR policy to Board of Trustees by March</li> </ol>	<ol style="list-style-type: none"> <li>7.1 Green Impact assessment completed and audited. Expect positive news in May.</li> <li>7.2 Delayed until June</li> <li>7.3 On track</li> </ol>
<b>S08</b>	Engage with the development of any new College strategy and increase the number of positive references to the Union compared with the current plan	MD attended presentation from Provost on College Strategy development	Engage with the College's strategic development process and increase the amount of positive references to the Union in the new strategy compared to the current plan	<ol style="list-style-type: none"> <li>1. Hold discussion with Provost on strategic involvement by September</li> <li>2. Ensure inclusion in the College Strategy by July</li> </ol>	<ol style="list-style-type: none"> <li>8.1 Completed – Union involved in strategic themes and regular discussions taking place with senior staff</li> <li>8.2 Response to the College's Draft Strategy submitted in April.</li> </ol>
<b>S09</b>	Develop and publish a Communications and Social Media Strategy	Communications Strategy Developed and approved at Board of Trustees	Deliver relevant objectives from the Union's Communications Strategy by July 2015	<ol style="list-style-type: none"> <li>1. Publish a Social Media Strategy - August</li> <li>2. Ensure communication messages are included in the Union Handbooks and welcome videos on October</li> <li>3. Hold focus groups to test messages and include measures in the Union Survey - January</li> </ol>	<ol style="list-style-type: none"> <li>9.1 Draft completed and discussed at SMT</li> <li>9.2 Completed</li> <li>9.3 On track</li> </ol>

**Imperial College Union**

Beit Quadrangle  
Prince Consort Road  
London  
SW7 2BB

Registered Charity No 51151241

Tel: 020 7594 8060

Fax: 020 7594 8065

Email: [union@imperial.ac.uk](mailto:union@imperial.ac.uk)

Twitter: [@icunion](https://twitter.com/icunion)

[imperialcollegeunion.org](http://imperialcollegeunion.org)

