

**Imperial College Union Board of Trustees**

**30 Oct 2019**

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| **AGENDA ITEM NO.** |  |
| **TITLE** | Business Plan 2019-20 |
| **AUTHOR** | Jarlath O’Hara |
| **EXECUTIVE SUMMARY** | This combines our previous leadership manifesto into 14 business plan objectives and outlines when and where each objective will be reported and monitored. |
| **PURPOSE** | For discussion, any refining and then adoption of the business plan including reporting / monitoring routes. |
| **DECISION/ACTION REQUIRED** | Adoption of Business Plan. |

**Business Plan 2019-20**

**Introduction**

As part of the budgeting process, board signed off outline key objectives for 2019-20 in July. Through summer, as part of the Officer Trustee induction process a ‘Leadership Manifesto’ was developed which built on those objectives. This had several iterations and ultimately forms a list with a mixture of high-level / strategic objectives and lower-level / operational objectives each with their own measures and deadlines.

To form a useful mechanism for Board and relevant sub-committees to monitor in-year progress, this has been compressed into 14 objectives where some are stand-alone from the leadership manifesto and some are an amalgamation of other objectives.

**Reporting and monitoring**

This new presentation shows when and where each objective will be reported so that Board can be assured that they will get timely updates on each at the appropriate time(s).

This sits in parallel with our Balanced Scorecard which monitors performance against 4-5 metrics on each of: Financial; Members; Learning & Growth; and Union Processes. The Balanced Scorecard is produced monthly from October’s results (mid-November) and will be circulated monthly. Areas of underperformance against agreed metrics will normally be highlighted via stand-alone agenda points and will otherwise be raised through MD reports.

**Business Plan Objectives**

Greater detail is included in the corresponding excel spreadsheet which allows for ‘drill-down’ into the leadership manifesto and team action plans.

Project, success measure, deadline and reporting checkpoints are included on subsequent two pages.

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| **Project** | **Success Measure** | **Deadline** | **Reporting checkpoints** |
| **Laying the right Foundations:** |  |  |  |
| Deliver on Budget | Achieve overall budget for the year; Early warning System in use at Leadership. | Jul-20 | Monthly email reports to Board. Focus at each F&R, fed to Board via F&R minutes. |
| Audit and Commercial Services | Audit recommendations complete, GPs are achieved; 3 star hygiene rating returned; SOPs followed according to Audit report | Jul-20 | F&R: Ext. Audit - Oct; GPs monthly; Int. Audit - May |
| Implement Efficient Processes | Partner engaged; results brought to F&R | Mar-20 | Each F&R |
| Deliver Systems Pipeline | Projects completed as per Systems Pipeline | Jul-20 | Milestones per project as per Systems Pipeline - reported by exception. |
| **Creating a great Culture:** |  |  |  |
| H&S Policy and step change | Agree new H&S policy by 5 February (F&R); New Reporting mechanism agreed and implemented; Promote new College app for reporting near misses leading to a 100% uplift in reporting within 6 months of launch | Feb-20 | Policy & Reporting - Feb F&R; Near misses via Board reports - July 20 |
| Prioritise and track Wellbeing | Metrics identified; targets achieved. | Jun-20 | PARC: Staff Survey Plan 11th Oct; Metrics and targets agreed Nov, reported each PARC |
| Strong Project Management | 80% of staff say this is embedded in end of year survey | Jun-20 | PARC: End of year survey results |
| Training Review across the Union. | Learning, Development and recognition strategy approved by Board. Potentially as part of Union Strategy. | Jul-20 | Board at end of year, Strategy sub-group if this emerges as a strategy theme. |
| **Improving Pathways to Engagement:** |  |  |  |
| New Union Strategy | Strategy is launched with funding secured and aligned with SMART objectives. | Jun-20 | Progress monitored by Strategy Sub-Group and reported to each Board meeting. |
| Communications Strategy | Higher engagement across flagship programmes; Higher SES awareness scores for Social Enterprise | Jul-20 | Sept 19 - strategy at Communications Committee; SES results - March; Election / other results ongoing |
| Postgraduate Engagement | Growth across the Union for the metrics of major programmes, projects and events; PRES/PTES satisfaction scores | Jul-20 | Governance / Communication sub-committees as appropriate. Key outcomes to Board. |
| **Strengthening Representation of our Values:** |  |  |  |
| Representation on College Committees | Expanded representation of students as well as appropriate staff in College committees | Jul-20 | Report to Board by end of Year |
| Review the Wellbeing Representation Network | A full review for the WBRN produced and a paper presented to Board of Trustees outlining review and suggested changes. | Feb-20 | Review conducted by end of Term 1 with the involvement of CWB. Any changes must be made by Council in time for the Leadership Elections 2020. |
| Holding College accountable | Demonstrable changes to College strategy, policy, services and actions | Jul-20 | Reported to Board on ad-hoc basis, generally as part of OT reports |