

**Imperial College Union
Board of Trustees / 29 Sept 2021**

Annual Operating Plans (AOPs) Summary

Author(s): Dr Tom Flynn (Managing Director)
 Robert Scully (Director of Finance & Resources)
 Tom Newman (Director of Membership Services)
 Juliette Coopey (Director of Marketing & Communication)
 Ashley Cory (Systems Manager)
 Dr Lloyd James (Union President)

Purpose: To update Board on the Union's annual planning round and provide a high-level summary of some key developmental projects planned for the 2021/22 academic year.

1. Context

In May 2021 the Board of Trustees approved the new Annual Planning Round process for the Union as part of our new strategy. This included the governance, structure and document templates for the process.

As per the terms of reference approved by the corporate governance review in 2021, the Union's Management Committee has the delegated authority on behalf of Board to:

- *Lead on the development and delivery of the annual planning, budgeting and monitoring rounds.*
- *Approve operational policies and procedures related to the services and activities of the Union.*

A high-level summary of the developmental projects has been produced to assure Board that the process has been followed and provide some summary information regarding key projects.

2. Structure & Process

Annual Operating Plans (AOPs) have been produced at the *team* level. Each plan is owned and has been developed by the relevant line manager, with oversight and direction provided by the relevant senior manager. A reminder of the [structure and process approved by the May meeting of Board is here](#).

Area	Staff Lead	OT Lead(s)	Senior Manager
Advice & Representation	Cat Turhan	DPE DPW	Tom Newman
Student Opportunities	Connor Walford	DPCS (DPFS)	Tom Newman
Marketing & Communication	Juliette Coopey (Hannah Wallington)	Pres	Juliette Coopey
Digital Systems	Ashley Cory	DPFS	Juliette Coopey
Human Resources	Ashley Cory	Pres DPW	Tom Flynn
Retail	Florence Vincendeau	DPFS	Rob Scully
Venues	Kay Counter	DPFS DPCS	Rob Scully
Finance	David Ashton	Pres DPFS	Rob Scully

AOPs were considered by the Union’s Management Committee on 14 September. Further quarterly reviews are scheduled for the following meetings:

- i. 7 December 2021
- ii. 29 March 2022

3. Key Developmental Projects

Alongside major objectives identified in the Officer Trustee update which will be supported by the teams, some key developmental projects to highlight include (more detail can be provided verbally):

Area	Key Developmental Projects
Advice & Representation	Creation of a defined research and insight programme Advice Centre review and development (including CapEx) Graduate Students’ Union Review Online petition system implementation
Student Opportunities	Staffing structure and roles review Development of a full-service Helpdesk function Imperial Athletes consolidation Introduction of a ‘customer service’ framework
Marketing & Communication	Staffing structure and roles review Development of a marketing and communications strategy Back-to-basics communication campaign and platform Website evaluation and review Marketing processes and procedures review Brand review, development and implementation
Digital Systems	eActivities review and development plan EPOS system replacements CRM / ticketing system implementation Union web servers replacement
Human Resources	People and culture development plan implementation Service Level Agreement with College HR Employment relationship review
Retail	Staffing structure and roles review Union Shop refresh and redecoration Product line rationalisation (stationary promotions) Major shop refurbishment for both units (CapEx bid)
Venues	Staffing structure and roles review Safety and security review Facilities and technical capability review Reynolds refurbishment (CapEx bid) Sustainability policy and action plan
Finance	Finance policies and handbook review VAT review Fixed Asset review Corporation tax (and legal structure) review