

**Imperial College Union
Board of Trustees / 18 May 2022**

Annual Planning Round 2022/2023

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Management Committee

Purpose: To note the revised structure and timeline of the Annual Planning Round for the Union.

1. Summary

Each year the Union operates an annual planning round, mapping out projects and work that will be completed over the next twelve-month period. This process ensures that projects are planned appropriately and are linked directly to the strategy.

Annual Operating Plans (AOPs) are produced at the *team* level. Each plan is owned and developed by the relevant line manager, with oversight and direction provided by the relevant Senior Manager and Officer Trustee.

2. Changes for 2022/23

One year into our back-to-basics transformation, we are proposing to make three (relatively small) changes to the AOP process that largely reflects both our changed operating environment compared to 12 months ago, as well as learning from this year's process:

- i. We are proposing to push the process back four weeks (finishing at the end of August), to ensure that the incoming Officer Trustee team have sufficient time to shape the AOPs.
- ii. We are proposing to create specific additional AOPs for the following areas of work:
 - a. Governance (splitting it from Student Representation)
 - b. Advice Centre (splitting it from Student Representation)
 - c. Helpdesk (Splitting it from Student Activities)
 - d. Facilities, Health & Safety (a new stream)
- iii. We have added the requirement for each AOP to be accompanied by an operational risk register, as per our risk management framework.
- iv. We have added the requirement for each AOP to be accompanied by a

3. Priorities for 2022/23

The overarching objective for the planning round remains delivery of the back-to-basics strategy. Management Committee have discussed and agreed three priority themes for teams to focus on, under the banner of 'doing basics brilliantly'.

- i. A focus on consolidation and improvement: we have only been fully operational for eight months and are only just understanding the new business as usual requirements. We need to continue to focus on the basics and consolidate improvements we have made over this academic year. Teams should continue to focus on enhancing and developing current streams of work rather than add significant amounts of new projects.

- ii. A focus on policies, processes and plans: many areas of the organisation have started from a blank sheet of paper, and it is therefore critical that we document and map the core policies, processes and plans that underpin our work. This will future-proof the organisation ahead of inevitable staff changes over the next three years.
- iii. A focus on people development: over 75% of the permanent staff team have joined the organisation over the past 12 months, and we are only just concluding the final elements of the back-to-basics staff changes. Teams should ensure there is sufficient capacity within plans to enable staff development.

4. AOP Structure & Timeline 2022/23

Area	Staff Lead	OT Lead	Senior Manager
Student Representation	Cat Turhan	DPE	Tom Newman
Governance	Clem Jones	Pres	Tom Flynn
Advice Centre	Darren Douglas	DPW	Tom Newman
Student Activities	Connar Walford	DPCS	Tom Newman
Helpdesk	Connar Walford	DPCS	Tom Newman
Facilities, Health & Safety	Sital Gandesha	Pres	Tom Newman & Rob Scully
Marketing & Communication	Glen Whitcroft	DPW	Juliette Coopey
Systems	Ashley Cory	DPFS	Juliette Coopey
People and Culture	Ashley Cory	Pres	Juliette Coopey
Retail	Florence Vincendeau	DPFS	Rob Scully
Venues	Kay Counter	DPFS	Rob Scully
Finance	David Ashton	Pres	Rob Scully

As well as directly linking to the Strategic Plan, AOPs will also form the basis of individual staff appraisals and objective setting during August and September. They will also form the basis of the Operational Risk Register for each team.

Timeline Process

Date	Stage
May	Board approves annual timeline and priorities
May – June	AOPs developed by Line Managers & OTs
29 July	AOP drafts complete
2 August	SMT discussion
23 August	AOP presentations to Management Committee
September (TBC)	AOPs finalised by Management Committee
September (TBC)	AOP Summary paper to Board
December, April (TBC)	Termly reviews at Management Committee

Team:

Manager:

Senior Manager:

Section One: Established / Delivery Projects (Basics)

This section should set out the projects of work that will take place over the course of the year that may already be in operation in some form. Please note these projects are only a *summary* of the work involved, and further project plans beneath this should be developed.

Project Description This section should include a name of the work stream and a brief description of what is involved. This should also clearly identify the timescale of the project.	Date Specify annual or a defined date for the project	Output Measures This section should set a number of measurable outcomes and targets for the work.	Staff / OT Lead This section should identify a staff lead (by job title), as well as any others who may be involved in the project.	Strategic Alignment The top box should include a summary of which strategic aims or enablers the work contributes to. The bottom box should identify specifically which KPIs it is targeted towards.

What does 'doing basics brilliantly for students' look like for this area of our work?

This section should give a general statement (using bullet points if necessary) of what the team feels the minimum expectations of students are in this area of our work.

Section Three: Budget Implications

This section should set out any major financial implications for the proposed projects above that represent funding not already in place during previous years.

Please complete one table per additional cost, grouping multiple items associated with a single project together.

Item description	
Project	
Benefit	
Other options considered	
One off or recurrent cost?	
Total Cost	

Section Four: Principal Operational Risks

This section should be used to identify the top 10-15 operational risks associated with the annual plans detailed above and ordered in terms of 'score' (largest to smallest).

Project	Risk Description	Impact (1-5)	Likelihood (1-5)	Score	Mitigating Actions	Principal Owner

Impact

- 5 – Extreme
- 4 – Major
- 3 – Moderate
- 2 – Minor
- 1 - Trivial

Likelihood

- 5 – Very likely
- 4 – Likely
- 3 – Moderate
- 2 – Unlikely
- 1 – Rare

Score

Calculated by = (Impact x Likelihood) x Impact