

**Imperial College Union
Board of Trustees / 30 November 2022**

Strategic Plan Workshop

Author(s): Tom Newman (Managing Director)

Purpose: To approve the Union's strategic plan approach and strategy steering group
To consult the Board on key strategic questions.

1. Introduction

The Union launched its [Back to Basics](#) strategy in August 2021, which covered two academic years to July 2023. This strategy established a clear direction for the Union to address its organisational underperformance and return to a model of operating which focused on the core offer that the Students' Union should deliver. This has included the implementation of a new funding model, new staffing structure and operational plans focused on achieving basic service standards.

There is a sense of collective feeling that the Union is heading in the right direction and that the next iteration of the Union strategy should be an evolution of the current plan. Whilst the *Back to Basics* work is not yet complete, the Union must continue the delivery of its existing strategy whilst taking the necessary steps to plan the future strategy for the organisation.

This paper asks the Board to approve the following:

- i. Membership of the Strategy Steering Group.
- ii. The strategic plan approach and timeframe.

This paper also aims via an interactive workshop to consult the Board on key questions to help inform the direction of work of the Strategy Steering Group.

2. Strategy Steering Group

This group will be formed from a selection of trustees and senior Union staff with the intention of being delegated responsibility from the Board to steer the strategy development. The Board will be provided regular progress updates and there will be 'check ins' to ensure the Board is able to continue feeding into the work. This group will meet regularly during the development phases starting in December 2022 and finishing in June 2023. Suggested membership is detailed below:

- Two External trustees
- Two Officer Trustees
- Two Student Trustees
- Senior Management Team

3. Strategic Plan Approach

The development of the strategic plan should include the following stages:

Stage	Description	Outputs	Timeframe
One	Desk based research and identification	MD, SMT, President and Chair of Trustees to compile briefing note on the current performance and challenges facing ICU, the College, the sector	January and February 2023

	of future challenges	and setting the context for the new strategy and posing a set of key questions.	
Two	Stakeholder one to ones	MD, OTs and key staff to undertake structured one to one interviews with various stakeholders using pre agreed questions. These will look at 'what makes Imperial special', 'what stakeholders want from the Union' and gain more insight into the challenges we face and opportunities available.	March 2023
Three	Student insight	ICU to launch a student facing piece of insight (likely a short survey) that directly engages our members in the review. It will ask about our future priorities and what students think we should be focussing on.	April 2023
Four	Green paper	MD, SMT and OTs will launch a 'green paper' that broadly summarises the key findings of the consultation setting out expected themes and priorities. This will pose a number of key questions and explain trade-offs that might be required.	May 2023
Five	Stakeholder consultations	ICU to run a number of 'deliberative events' on the Green Paper, refining the language we use and focusing specifically on tangible work that the plan would underpin.	June 2023
Six	Approval and dissemination	Student Council and Board to approve. Formal dissemination to all stakeholders.	July 2023

4. Discussion Questions

Breaking into discussion groups, the Board will be asked to examine 2 of the questions below (or more if there is time).

For ICU, given its current operation, the success of *Back to Basics* and the appetite of the Board to evolve the strategy rather than revolutionise there are several core questions to pose with the Board that will help inform the work of the steering group.

- i. Revisit the challenges and opportunities for the organisation: Are there any new emerging issues the Union should incorporate in its planning for the strategy?
- ii. Revisit the mission: is the current mission still compelling to our stakeholders (including Students and Union staff) and is it still relevant or does it need updating. Is the mission succinct enough?
- iii. Revisit the core aims: Our consultative work will be crucial as well as the analysis of the internal and external operating contexts. Do the aims still match the challenges of the context we operate in?
- iv. Refresh the internal enablers which will support the delivery of these aims: The previous plan was developed in the context of the Union being extremely poor in its operational basics hence *Back to Basics*. Are the enablers still relevant to be focussed on to support delivery?

Each discussion group will be given two minutes to offer feedback orally. A member of the group will be asked to summarise the group's observations via email to Tom Newman (T.Newman@imperial.ac.uk).

Back to Basics is appended to this paper.

<u>Discussion Groups</u>	<u>Members</u>
Facilitator	TN
One	SR, CD, DH
Two	DW, HW, SL
Three	DG, AL, NP, YY
Four	JC, JZ, PP, RS
Five	GL, MF, NM, AC

AC Ashley Cory Interim Director of Marketing and Communications

AL Ang Li Student Trustee

CD Charlotte Drastich Student Trustee

DG Dorothy Griffiths External Trustee

DH Dylan Hughes DPCS

DW Dan Wagner External Trustee

GL Genevieve Landricombe External Trustee

HW Hayley Wong President

JZ Jason Zheng DPE

JC Jane Coulson External Trustee

MF Michaela Flegrova Student Trustee

NM Niamh McAuley DPFS

NP Nathalie Podder DPW

PP Phil Power Alumni Trustee

RS Rob Scully Director of Finance and Resources

SL Sam Lovatt Student Trustee

SR Stephen Richardson Chair of the Board

TN Tom Newman Director of Membership Services

YY Yuki Yuan Council Chair

5. Next steps

The steering group as agreed by the Board will begin meeting and the timeframe as agreed will be followed. Progress will be provided to the Board at the next meeting.