Name of Project:

Strategic Plan development 2016+

This Imperial College Union Project Implementation Plan (PIP) Template must be completed and submitted to Senior Management Team for approval before committing to a major project**,** defined as:

- A new initiative with a significant financial outlay (> £2000)
- A new initiative that will require significant resources (including staff time)
- A new initiative which bears significant financial or reputational risk to the organisation
- Any improvement initiative with requires cross-working from various areas of the organisation
- Any improvement initiative with requires partnership working with external stakeholders (such as the College, Local Authority, Local Charity)

Please expand any tables or sections as necessary. All text in *italics* are guidance notes.

Brief Description of Project

A project to develop the next strategic plan for Imperial College Union through effective research and consultation.

Key Personnel

Project Champion *Chief advisor and Strategic Lead for project – must be a Senior Manager or Trustee*	Julia Higgins –Chair of the Board of Trustees Tom Wheeler – Union President
Project Leader *Responsibility for driving the project*	Joe Cooper, Managing Director
Technical Adviser *Normally an external consultant/company and / or a member of College staff as necessary*	Research Company (to be appointed)
Project Team *List all Individuals who will be responsible for delivering elements of the project (other than the Project Champion and Project Leader)*	Alex McKee, Head of Student Voice and Communications Andrew Keenan, Education and Welfare Manager Chris Kaye DP(W) and DP(FS) Elect Union Council Chair Shakira Hylton, Marketing and Communications Manager Carl Salton-Cox – Reynolds Bar Manager Mareddud Harris – ICMSU President External Trustee TBC Student Trustee TBC Paul Buckley, Head of Student Experience and Services Laura Fellows, Administration Support Manager

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Brief Description of Project

1. **Summarise the Background of the project, how it builds on previous work and why it is important and how it links to Imperial College Union's Strategy, Vision Mission and Values**

Imperial College Union's Strategic Plan, Our Plan is a key document which drives the operations of the organisation and the objectives of all staff members. It also provides a framework for the interface between the governance and management of the Union. The plan is integrated into the Union's annual planning processes and performance management systems. The current plan finishes in July 2016 and work must now start on the development on the next strategy so it is in place in time for the financial year 2016/7.

2. **List the aims of the project (broad) and the objectives (specific) of the project. Objectives should be SMART (Specific, Measurable, Achievable, Realistic and Time-based)**

- To measure and review the effectiveness of the current strategic plan and to make changes to the structure and implementation process of the future plan as appropriate.
- To conduct detailed and effective research on the future expectations Union members, Union Trustees, Imperial College staff members, Union staff members and other key stakeholders to inform the themes and objectives in the current plan
- To review the Union's Mission, Vision and Values and to replace if required and appropriate
- To develop drafts of the strategic plan and to conduct consultation exercises at relevant points in the process.
- To conduct meetings and events involving members, officers, staff and trustees to contribute to the development of the plan.
- To develop drafts of the plan to inform and influence funding negotiations with Imperial College
- To deliver a final version of the strategic plan to the Board of Trustees

3. **Outline the outcomes and benefits that the project will bring to the organisation and stakeholders**

- A clear set of organisational objectives that will guide the work of the Union for the strategic period.
- Renewed alignment of organisational objectives with the expectations of Union members and other key stakeholders
- A renewed Mission, Vision and Values that affect and influence the Union's decision making processes

4. **Define the boundaries of the project, by outlining what the project will not cover**
Although the project will need to interface with the funding negotiations with Imperial College (as outlined in the PIP), the project will not specifically conduct these negotiations.

Initial Approval

The project must be signed off at this point by Senior Management Team before any project is commissioned and further work commences. Please ensure all preceding sections have been completed and use any following sections that may be useful in approving the project.

Project Champion	
Project Leader	
Managing Director	

Implementation Schedule

*Outline the important steps and tasks in the project, define who has responsibility for each task and detail which steps are contingent on the completion of previous tasks. Highlight which dates lie on the critical path of the project (i.e. if the deadline is missed, the overall defined timeframe of the project cannot be met and project completion will slip). Expand the section if necessary to list all important tasks. **The Implementation Schedule is essentially a task based list, whereas the following Milestones section should concentrate more on the key main milestones to be achieved within the task list and the Milestones section should also detail the review process which needs to be undertaken to ensure the Implementation Schedule is on schedule.***

	Earliest Start Date	Latest Finish Date	Outputs	Milestone Number	Responsibility
Discussion and Approval of Project Implementation Plan at Board of Trustees Meeting	7 May	7 May	Approved Project Implementation Plan – Clear outline of process	1	JC
First Meeting of Project Team and review Implementation plan	8 May	20 May	Revised Implementation Plan		JC
Complete Equality Impact Assessment in conjunction with College E and D department	7 May	20 June	Equality Impact Assessment		AMK
Develop tender for student consultation process	7 May	20 May	Tender Document		AMK/SH
Research – MD and PR to meet 50 senior College staff members	7 May	20 June	Written notes		JC/TW
Research - Head of SES and DPCS to meet with 50 student volunteers	7 May	20 June	Written notes		PB/ADB
Launch Tender for student consultation process	20 May	20 June			SH
Compile report on effectiveness of current plan and initial research	20 June	30 June	Background report		JC
Develop Plan for student Consultation and Ideas Days – external consultants	20 June	30 June	Research Plan		AMK
Hold away day with SMG and outgoing	1 July	30 July	Notes of discussions		JC

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			and feedback		
Trustee Team					
Arrange visits to external organisations	1 June	30 July			LF
Conclude student consultation programme	20 July	30 July	Input from student body		SH
Hold Joint SMG/Trustees day at OT Residential and present findings of research	1 August	August 7		2	JC/JH
Hold Board and SMG residential session to consider • Organisational Purpose/Mission, Vision Values • Drafting Strategic Themes	1 September	September 30	Draft Organisational Purpose and Strategic Themes		JC
Hold Staff Development Day sessions on organisational purpose and strategic themes.	1 September	September 30			AMK
Provide progress report to Board of Trustees	1 October	30 October	Progress Report		JC
Hold consultation events on Organisational Purpose and draft themes	1 October	30 October	Feedback from all stakeholders		SH
Hold SMG Away Day to 'work up' draft objectives	October 30	November 15	Draft Objectives		JC
Further Develop draft objectives at Leadership Team	October 20	November 15	Refined draft objectives		JC/Union President
Complete draft one	November 15	November 30	First draft of strategic plan	3	JC
Presentation and discussion of Draft One at Board of Trustees	December 1	December 20			JC/Union President
Presentation of Draft One at Provost Board	January 4	January 30			Union President/JC
Discussion of Draft One at all staff meeting	January 4	January 15 2016			JC/Union President
Draft One consultation process with College staff launched	January 15	February 15			AMK
Draft One consultation process with students launched including discussion at Union Council	January 15	February 15			SH, Council Chair

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'Strategy Conference' event for elected officers, volunteers and staff	January 15	February 15	Feedback from all areas of the College community	4		AMK
Consultation on draft One concludes	February 15	February 20				
Second draft Developed	February 15th	February 28th	Second draft of Strategic plan			SMG/Officer Trustees
Confirm funding arrangements with College	January 30	March 30	Funding Agreement			JC/MM/Union President
Draft Two Presented to Board of Trustees Away Day (Residential)	April 1	April 30		5		JC/Union President
Development of Final Draft	May 1	May 30	Final Draft of Strategic Plan			SMG/OTs
Presentation of Final Draft at College Council	June 1	June 30				Union President
Final Draft approved at Board of Trustees	July 1	July 30	Strategic Plan	6		All

Key Milestones

Outline the key milestones in the project, define who has responsibility for each milestone and the deadline for completion, and outline which milestones are contingent on the completion of previous milestones. Highlight which milestones lie on the critical path of the project (i.e. if the deadline is missed it the overall defined timeframe of the project cannot be met and project completion will slip). Expand the section if necessary to list all important milestones. **The following Milestones section should concentrate on the key main milestones to be achieved within the Implementation Schedule tasks listed above, plus the Milestones section should also detail the review process which needs to be undertaken to ensure the Implementation Schedule is on track.**

	Milestone	Responsibility	Deadline	Critical Date	Contingent Upon
1	Discussion and Approval of Project Implementation Plan at Board of Trustees Meeting	JC	May 7	YES	
2	Hold Joint SMG/Trustees day at OT Residential and present findings of research	JC	August 7	Yes	1
3	Complete Draft One	JC	November 30	Yes	2
4	'Strategy Conference' event for elected officers, volunteers and staff	AMK	February 15	Yes	3
5	Draft Two Presented to Board of Trustees Away Day	JC/Union President	April 30	Yes	3
6	Final Draft Approved by Board of Trustees	JC/Union President	July 30	Yes	5

External Suppliers

*Outline the details of any external suppliers involved with the project (including any College departments). Outline the diligence procedure that needs to be undertaken:- this may include site visits to other users of a proposed system, client references, financial statements of the supplier etc., Outline the specific deliverables that the supplier are responsible for, and outline their commitments in terms of ongoing support during and after the project. **Repeat each section for each supplier***

Name of Supplier TBC

Diligence Process Tender process

Deliverables
- Focus Groups and detailed feedback from student groups

Support Arrangements
- n/a

Financial Information

List all the projected expenditure for the project, either within the Capital Expenditure section or Non-Capital Expenditure section as appropriate. Outline the expected month and year of the expenditure and the estimated economic life of the asset.

CAPITAL EXPENDITURE

Description of Item	Total Capital Cost	Month and Year of Purchase	Economic Life of Asset *(in Years)*

NON-CAPITAL EXPENDITURE

Description of Item	Total Cost	Month/Year of Expenditure
Research Work	TBC	June 2015
Marketing Collateral and Web Development	£1000	2015/16 Financial year
Strategy Conference	£1000	February 2016
Organisational Purpose Residential	£3000	September 2015
Final Strategy Development Residential	£3000	April 2016
Internal Research work including travel	£1000	Ongoing

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Financial Information – Internal

Outline all the internal resources required to complete the project, including staff time, rooms, computer networks etc. Please quantify these in cost terms where possible.

Resources	Cost
Staffing	Time : Board of Trustees – 30 Days President 10 Days Managing Director – 20 Days SMG Members – 10 Days Marketing 10 Days Staff 50 days (Conference)
Physical Resources	
Other (please specify)	

Stakeholder Information

List all the key stakeholder groups and individuals who will be interested in the project outcomes, will be affected by them, or whose support or approval is essential. Assess their importance and outline how these relationships will be managed in terms of communication, reporting and the management of expectations, and who will be responsible for this.

Stakeholder	Important (low, medium, high)	Approach	Responsibility
Union Membership	High	Direct Consultation	Union President/Head of Student Voice
Student Volunteers	High	Direct Consultation and Strategy Conference	DPCS/Head of SES
Elected officers/Union Council	High	Regular Direct consultation	Union Council Chair
Officer Trustees	High	Direct involvement in process	President
Senior College Staff	Medium	Regular consultation	President/MD
Union Staff	High	Regular consultation through staff development days and line management structure	MD

Project Outputs

List all the tangible deliverables (such as reports, functional systems and usage statistics) that will be generated at each stage of the project.
Who will be responsible for ensuring they are produced and when will they emerge?

Output (e.g. interim progress report)	Produced by (e.g. Project Manager)	Received by (e.g. SMT or Board)	Responsibility
Research report following interviews with College Staff	MD/PRES	Project Team	JC
Website and social media presence for strategy development	Marketing Communications Manager	SMG	AMK
Tender document	SVC	Project Team and SMG	AMK
Research report following interviews with key volunteers	SES/DPCS	Project Team and MD	PB
Research report following focus groups and student research	Research Company	Project Team and Leadership Team	AMK
Draft organisational purpose and themes	SMG	Board of Trustees	JC
Strategy Draft One	Leadership Team	Board of Trustees	JC
Strategy Draft Two	Leadership Team	Board of Trustees	JC
Final Strategic Plan	Leadership Team	Board of Trustees	JC

Marketing Considerations

List any Marketing support that is needed in relation to the project implementation, launch and ongoing support, with deadline dates included.

Marketing Support	Deadline	Person Responsible
Market research and focus groups	30 July 2015	External Provider
Development of brand for consultation	1 October 2015	Marketing Communications Manager
Promotion and marketing collateral for Strategy conference	1 January 2016	Head of Student Voice and Comms
Design of strategic plan documents	Various	Marketing Communications Manager
Development and maintenance of website/social media presence	1 October 2015	Marketing Communications Manager

Risk Analysis

List any factors that could present a risk to the project's success or any risks to Imperial College Union posed by the project. Assess their likelihood and severity and how you would prevent them happening or manage them effectively. Use the topic headings suggested below as a guide and add other topic headings as necessary.

Risk Heading	Probability (1-5)	Severity (1-5)	Score (P x S)	Action to Prevent/Manage Risk
Developing objectives that do not meet the needs of key stakeholders	2	3	6	Regular, iterative and multi-platform consultation
Not securing adequate levels of funding to achieve desired strategic objectives	3	4	12	Involvement of senior college staff throughout the process. Funding negotiations to take place in tandem with strategy development
Risk of project slip due to workloads	3	3	9	Regular project meetings to stay on track. Introduction of extra resource where necessary. Review of progress for Board with recommendations as necessary

Evaluation Plan

Outline how the quality of the project outputs and the overall success of the project will be measured and monitored.

Success Criteria	Measure of Success	Responsibility	Reported to	Expected Output Date
Completion of Strategic Plan	Passed by Union Council and Board of Trustees	MD/President		
Effectiveness of student consultation	Union Survey	Head of SVC		

Sustainability Plan

Explain how the outputs of the project will become integrated into the organisation, how knowledge and learning will be shared and who will take responsibility for ongoing support and development.

Project Output	Sustainability Plan	Responsibility	Reporting Timeframe
Strategic Plan	Development of Organisational and departmental Annual Operating Plans	SMG	Annual
	Regular updates to Board of Trustees	MD	Quarterly
	Integration with PDR process	SMT	Biannually

Approval

The project must be approved by the signature below of ALL listed people, including the Union President if applicable, and a copy of the signed approval should be submitted the Project Champion and Project Leader, BEFORE the project commences. Regular (one page) progress reports must be submitted to Senior Management Team – regularity outlined below.

Project Leader <Insert Name>	
Senior Manager <Insert Name>	
Managing Director <Insert Name>	
Union President <Insert Name>	
Reporting Regularity to the Senior Management Team	Weekly Monthly Other _____

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