



Imperial College Union Board of Trustees

1 May 2019

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| AGENDA ITEM NO. | Item 17 |
| TITLE | Strategy Update Paper |
| AUTHOR | Jarlath O'Hara |
| EXECUTIVE SUMMARY | <p>Development of the overarching Spaces Strategy has stalled as resources have been directed towards resolving our financial position. Despite this, three priority areas have been identified and are progressing.</p> <p>The Union's Strategy for 2020+ will begin with consultation and establishing our Vision statement. The joint strategy day with College will provide impetus with regard to developing this further.</p> |
| PURPOSE | For Board to note the progress and next steps on both the Spaces Strategy and Union Strategy 2020+ |
| DECISION/ACTION REQUIRED | None required. |

Strategy Update Paper

Introduction

The Union set a Business Plan objective of: *“Develop a Spaces Strategy which is integrated with a refreshed reserves policy and comprises all campuses over the 5 years ahead.”*

We have also begun our preparations for developing a revised Union Strategy for 2020+.

This paper sets out the progress and next steps for each of these strategies.

Spaces Strategy

Early progress on the strategy as a whole was discussed at Board in December 2018 with an outline vision as below.

To have a physical and virtual presence at each campus consisting of:

- A Union / community space
- Union presence at all time – in person at set times,
- Event / activities at agreed times

The reforecast results resulted in a shift of resource away from further developing the Spaces Strategy as a whole. Priority has none-the-less been placed on three strands which continue to be pursued and progressed.

1. Following a successful bid to the Harlington Fund, an upgrade project for the Union Concert Hall continues. The project has recently had a thorough structural survey to assess if any reinforcement would be needed. The outcome of this was as expected and budgeted for. A condition survey is now being tendered to ensure the existing structure is of the same condition as in the original drawings. We are also going through a Design & Build process with the College, and hope to have the first phase completed before the next academic year (rake installation, foyer redevelopment and floor replacement).
2. As referenced in H&S papers, flooring in many of our other spaces in the Union Building is also in need of repair work. We have received multiple quotes and are in discussions with College with regard to scheduling and funding of these repair works.
3. There are additional ‘facelift’ works to the painting and woodwork which we are also in the process of assessing. It is expected that the Union would need to fund these works directly.

Though there are additional benefits to these areas of work, there is clarity that investment in these specific projects is required to protect and secure future income generation through our spaces.

One important consideration for the over-arching spaces strategy is to feed into College Estates Strategy Committee. Following the joint strategy day on 13 May, we will attend the Estates Strategy Committee to discuss our vision for the future.

Union Strategy 2020+

Previous Board discussions concluded that establishing the Vision statement should be an early step for the development of the Union's 2020+ strategy. We agreed to consult a subset of Union Council on the draft Vision statement of:

To be the most inclusive, democratic and active Students' Union in the world.

The date for this is yet to be confirmed but will be set for the first appropriate opportunity in the Summer Term.

The joint strategy day with College on 13 May has been established as a significant opportunity to shape the College's strategy and to kick-start the development of the Union's strategy.

The remainder of the draft timeline is below.

Draft Strategy Development Timeline:

| Date | What | Notes |
|-----------------------|---|---|
| TBC | Vision discussion Council group | JOH / AL – and whatever follows from this |
| 13 May 2019 | College and Union Strategy Day | |
| May 2019 | Strategy Planning built into Union plans for 19/20 | |
| June 2019 | Identify and agree core purpose / services with College | Some of this is done 13 May then followed up in the weeks after and ideally captured in writing / agreement |
| Sept 2019 | Identify additional services | Union own view on what these could / should be |
| Nov 2019 | Student Consultation | Spread this so we aim to target different demographics at different points? |
| TBD | Union Staff consultation | |
| TBD | College consultation | |
| Dec 2019 | Board agreement on strategic priorities | Board sign off which areas to pursue |
| Dec 2019 | Initial pitch to College | |
| March 2020 | Funding Sign off | |
| May-July | Final write up including objectives | |
| | | |
| July – September 2020 | Strategy Launch <ul style="list-style-type: none">- July internal launch- Sept public launch | Build in to College Comms on their strategy – 4/5 key areas that the Union is driving on |