



Imperial College Union Board of Trustees

1 May 2019

AGENDA ITEM NO.	Item 15
TITLE	Business Plan 19/20
AUTHOR	Jarlath O'Hara
EXECUTIVE SUMMARY	<p>Leadership have spent lots of time in preparation for the critical upcoming discussions and decisions around core priorities.</p> <p>A number of strands come together over the coming 2-3 weeks to form the building blocks of the Business Plan and Budget for 19/20.</p>
PURPOSE	To update Board on progress of the planning and budgeting cycle.
DECISION/ACTION REQUIRED	How would Board like to be kept informed of progress through May and June?

Business Plan 19/20 Update

The Leadership team has completed several exercises to build upon the themes that Board agreed in February.

Those themes are:

- People
- Engagement
- Foundations
- Transformation

We had a day facilitated by College’s Operational Excellence team to develop detailed lists of: One-off projects; recurring projects; and business as usual initiatives. This was to create our most comprehensive yet mapping of all existing work-streams.

We have added to this by detailing who is Accountable and Responsible for each area as well as a calculation or estimate of the time required for each.

Having completed an initial prioritisation exercise, we have created a model to further assist with prioritising the various initiatives / projects.

As Leadership have been working on these, SMG have been working with their teams to develop costings for each initiative.

The next part of the process is to bring all of this together to develop a clearer consensus on what our core priorities or ‘must-dos’ are and how much resource is required in order to deliver these well.

For the avoidance of doubt, stemming from the conversations with regard to Commercial Services and the control questions that the KPMG have raised, we acknowledge that ensuring compliance of control measures will absolutely be considered ‘must-do’ for the 19/20 Business Plan.

Following this we will establish which of the ‘good-to-dos’ are possible to build into plans for 19/20.

We remain mindful of inter-dependencies between teams. Through asking “what will it take to do this well?” we are highlighting the areas where one team is dependent upon another. In particular this applies to Marketing, Systems and Administration teams.

The remaining steps for the development and sign off for the 19/20 Business Plan and Budget are as follows:

1	1 – 14 May	Leadership <ul style="list-style-type: none">• Review submissions• Cross reference prioritised lists with resource requirements• Produce initial draft of budgeted plan	Jarlath
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2	14 – 21 May	Budget Holders <ul style="list-style-type: none"> • Follow up discussions with Budget Holders 	Malcolm & Neha
3	21 May	Leadership <ul style="list-style-type: none"> • Review I of 19/20 plan & resource allocation 	Jarlath
4	28 May	Leadership <ul style="list-style-type: none"> • Review II of 19/20 plan & resource allocation 	Jarlath
5	19 June	Finance and Risk <ul style="list-style-type: none"> • Budget Review & recommendation to Board 	Malcolm
6	3 July	Board <ul style="list-style-type: none"> • Budget Approval 	Jarlath & Malcolm

I recognise that even with all the hard work of the Leadership team in preparation for the discussions to come that there will be difficult decisions that need to be made. It would be helpful to be clear as to how board would like to be kept informed of the progress of the process over the coming months.