ORS BUSINESS/STRATEGIC PLAN 2018

INTRODUCTION AND OVERVIEW

This plan (a) sets out ORS's role, and its strategic priorities for the 3-5 years from Jan 2016, updated in view of subsequent developments; and (b) summarises plans for 2018/early 2019.[1]

Role remains unchanged from recent years. It is summarised in section 1, and supported by section 2 listing specific objectives and measures that will help give a high-level indication of how well we are fulfilling the role.

Strategic Priorities. The five strategic priorities remain: ORS reach, OR visibility, community engagement, a stronger people pipeline and a stronger research activity.

Overview of planned activities

Strategic priorities We will aim to address these by:

- better exploitation and operation of our existing services and assets (events, Regional Societies and SIGs, journals and *Impact*, website, etc) and networks/outreach opportunities. There is still a lot of opportunity here, even though we had the same aim last year: (i) staff shortages last year meant that we didn't make the progress we had hoped for; (ii) we have added to the collection of existing services/assets with Research Panel, CSci, CAP, scholarships, EBSCO, and the new publications contract; and (iii) our financial strength means that we can if necessary employ additional resource;
- continuing to progress, and hopefully complete some, initiatives already under way ('process of OR', Journal of Business Analytics, apprenticeships, exhibition, retention strategy)
- implementation of follow-up from recent reviews (training strategy survey)
- (once the new website has bedded down) exploration of how digital initiatives may help (building on the ideas first proposed in early 2016)
- investigating a small number of new possible initiatives, notably development of a visibility strategy (carried forward from the previous two years).

'Business as usual' charitable activities (eg conferences, publications, meetings, ORiS, Pro Bono) represent the bulk of our visible presence – what the world sees when it sees the ORS. Their numbers and reach have been steadily rising over the years, though growth stalled in some respects in 2017. We will continue to offer these, to maintain or improve quality, to build their reach, and to take the opportunities they present for promoting visibility, community, etc even when that is not their primary purpose.

Improving BAU. Key items here include: completing the website rebuild (including migrating data and improving how well we update content); completing the implementation of response to the Board effectiveness review; building on the diversity

---

[1] Note: Activities that must routinely be done to 'keep the show on the road' (reporting, planning, forecasting, etc.) are **not** listed in the Business Plan'. Details should be available in Terms of Reference, Job Descriptions etc

work; agreeing and implementing new HR policies; and reviewing office processes and KPIs.

Specific opportunities in 2018

There are three 'BAU/improving BAU' items that are delivering in 2018, which offer opportunities for all other activities:

(1) the completion of the new website

(2) the start of the new publications contract, including the launch of JBA

(3) OR60.

These appear under the section for the relevant committee, with 'benefits realisation' being an associated responsibility for the committee; but the opportunities they offer permeate all other sections of the plan.

Cross-cutting action on diversity

As in the last two years' plans, the Board has an action to oversee the embedding of good diversity practice. "Embedding" means that we will take account of diversity issues as a standard part of the planning and implementation of strategic initiatives as well as Business As Usual. Diversity issues are therefore, for the most part, not separately specified as actions under each strategic priority.

The **risks to the plan's delivery** are the normal risks faced by small organisations: not enough resource, resources being diverted to deal with issues such as GDPR, unexpected external events blowing us off course, initiatives being harder to deliver than foreseen, or better ideas replacing those here. Specific risks in 2018 are failure to manage the larger staff group, failure to transition smoothly to T&F for publications, and failure to react adequately to the upheaval represented by Brexit and the current approach to negotiations; these would impact strategy and financial outturn.

This plan will remain a living document. We will use it to provide direction and shared understanding of our activities and intentions, and to monitor progress, and will keep it under review and update as necessary.

SECTION 1: MISSION, VISION AND ROLE

The objects for which the Society is established are:

- the advancement of knowledge and interest in Operational Research; and

- the advancement of education in Operational Research.

These are achieved through various powers to the Society, as detailed in its constitution

The **Mission Statement** for the OR Society is:

'To be a vibrant, visible and valued society which exceeds the expectations of members and effectively promotes the use of O.R., such that it is highly respected both in the UK and abroad.'

Put simply: **Vibrant, Visible and Valued**

The **Vision** for the future is:

'A world improved by rigorous analysis and better, evidence-based, decision-making: "O.R. providing world class analysis for world class decisions".

In this world O.R. would not be merely seen as "nice to have" but as indispensable and be used and acknowledged widely in all areas of industry, business, government and the 3rd sector.

To achieve that vision the Society's **aims** are that:

- **decision makers understand how O.R. can help, value and seek its contribution, and know from whom they can get it**

- **operational researchers are knowledgeable and well-trained, and in good supply**

In support of that vision the Society also **aims** to:

- have a vibrant and active membership **drawn from diverse areas**

- be **well-run, provide excellent services and be adequately and sustainably resourced**

SECTION 2: ONGOING OBJECTIVES AND KPIS

This set of objectives/KPIs is intended to provide a basic high-level oversight of the state of the ORS's routine business. Individual committees, including Board, will need to use more detailed KPIs to monitor activity and quality and to identify/diagnose issues and opportunities.

Measure	2016 outturn	2017 (November)	2018 target[2]
Full members at 31 December	2052	2076	2300
Student members at 31 December	641	603	800
Accredited members at 31 December	352	343	350
CSci applications started or completed at 31 December	0	2	50
CAP applications started or completed at 31 December	0	1	30
Corporate partners at 31 December	6	7	12
No of training course days run	27	23	30
No of training course participants	253	190	300
No of events run by ORS		7	7
No of event participants		1049	1500
No of RSs holding at least one meeting		9	10
Total RS meetings in year		25	30
No of SIGs holding at least one meeting	8	8	10
Total SIG meetings in year	16	13	20
Publications impact factor: JORS/EJIS/KMRP/JoS/JoHS			
Publications [no of papers]			
LinkedIn group members	4248	4419	4500
Twitter followers	2761	3064	4500
Facebook friends	797	900	1000
Website hits	51000	42000	60000
Volunteers (Committees+PB+ORiS+conf stream leaders+editors[+reviewers]+misc roles)		1000	1000

---

[2] "Targets" have not yet been agreed by relevant committees/owners. These are initial suggestions and will remain the target until replaced by the committee/owner.

SECTION 3: 3-5 YEAR PRIORITIES

The priorities for the coming 3-5 years are:

Reach: Grow the number of analysts, users, decision-makers and academics who take an interest in the OR Society and its activities and publications, addressing diversity and inclusion wherever relevant. *Subgoals:*
- Be visible, connected and active in the world of analytics/data science; and to have a plan for engaging with the world of AI/automation
- Grow ORS membership, whilst addressing any diversity and inclusion issues

Visibility: Increase visibility and influence[3] of OR amongst top management, professional peers and public. Note that visibility of OR**S** is useful in supporting this aim, but is not an end in itself.

Build OR community: Strengthen the engagement of the 'OR community' with the OR Society and with each other. This differs from 'reach' above: 'reach' makes no distinction between passive and active contacts, whilst this is specifically about turning contacts into active contributors to the community. *Subgoals:*
- Strengthen links between academics and practitioners
- Increase the level of engagement of ORS members with the ORS

O.R. Capability: Grow the number of people with the capability to undertake OR practice and research in the UK, addressing diversity and inclusion wherever relevant. *Subgoals*:
- Promote interest in OR as a career, and in its feeder subjects as study choices, amongst schoolchildren and students
- Promote the visibility and health of OR education and research training[4] in the UK.

Nurture OR Research: Increase scale and impact of OR research in the UK

Work to achieve these goals will be phased over the next 1-3 years, building on the progress made in 2016/17. Details follow of plans for 2018 (spilling into 2019; the end-year deadline is not a hard deadline).

---

[3] This is a change from previous years, where we just referred to visibility of OR and understanding of the benefits. The reason for wanting to do this is to increase the influence, so we propose to make that explicit. However, it might be considered that this is too ambitious for the 3 years remaining, and/or that it goes beyond our charitable objects.
[4] "and research training" has been added for the avoidance of doubt

Priority 1: Reach Grow the number of analysts, users, decision-makers and academics who take an interest in the OR Society and its activities and publications, addressing diversity and inclusion wherever relevant.. *Subgoals:* Be visible, connected and active in the world of analytics/data science; Grow ORS membership whilst addressing any diversity and inclusion issues

Board champion: Chair of PMW **Specific target(s): tbc**

PMW will develop a new Reach strategy. In the meantime, work will continue to attract corporate partners, promote CSci, CAP and (if licensed) RSci, strengthen Regional Societies and SIGs, grow event and conference participation, prepare materials to help members to recruit colleagues, and build new recruitment and retention strategies following the Hall report.

Further building of training reach may follow the training strategy report.

We also aim to:

- launch the new Journal of Business Analytics
- exploit the new website to improve the accessibility and reach of activities
- hold joint events with other societies, to build ORS reach and OR visibility
- actively build the 'reach' of the Research Panel.

	Action	C'ttee/Gp	Target	Dependency/risk/comment
1	Agree overarching 'Reach strategy' and agree actions	PMW	For identified priority groups, a strategy to be defined, targets set and actions initiated	Will require some external advice on ways of defining and measuring
2	Launch of Jrnl of Bus. Analytics	Pub	Launch by early 2018; 2 issues in 2018	Plan launch and marketing to maximise JBA visibility, reach, and value to ORS
3	Re-launch/ expand analytics network	ADG	tbc	Relaunch linked to CAP launch - action in hand to consider new Chair
4	Use CAP to build reach and visibility	ADG /staff	tbc	Launch, webpages, marketing plan and targets to be established.
5	Launch RSci; use it with CSci + CPD mkting to generate reach and visibility	Staff	50 CSci, 50 RSci, by end-2018; of which at least 40 are new members	Identify a staff member with overall responsibility for promoting and supporting accreditation.
6	Implement new training strategy	Events; TWG	tbc	Finalise plan and begin to implement
7	Joint events with other societies as part of outreach strategy	Events; ADG		Events to advise on plans
8	Refresh + implement retention strategy (inc students)	PMW ; staff		Following from Hall report. Achievement depends on recruiting extra person for member engagement
9	Position OR wrt new challenges including data science, automation (AI, robotics etc)	ADG, Research Panel		Data science, AI, robotics and new disciplines are developing across research, teaching and practice. RP's advice to be sought on relevant strengths, opportunities and channels
10	Market RP's activities to maximise reach	RP, staff	Establish Twitter a/c (by Jan), web pages (by June)	Research Officer liaise with other groups as necessary
11	Consider providing practice guidelines.	Board		for example on optimisation benchmarks, simulation processes. This would follow 'Process of OR' (visibility)

Priority 2: Visibility: Increase visibility and influence of OR amongst top management, professional peers and public.

Board champion: IPP/PE

Specific target: tbc

We aim to develop a new visibility strategy by July 2018. This will include:

- a sub-strategy on using *Impact* to build visibility (refreshing and implementing the 2017 proposal)
- development of tracking indicators Attendees, Following, Readership, Encounters (some of these are measures of engagement and reach as well as, or instead of, visibility)
- Identifying all the current activities aimed at promoting O.R. (notably ORiS, Pro Bono), and integrating any developments/growth into the strategy
- Identifying other existing ORS activities, and activities from the wider OR community, that can be exploited to raise visibility or profile of O.R.
- (if business case is agreed) developing the proposed exhibition.

In the meantime, we will continue to take opportunities to raise visibility through President or other engagement with other societies and fora, responses to consultation, and encouraging colleagues to circulate *Impact* more widely, presence at careers fairs and other opportunities.

	Action	C'ttee/Gp	Target	Dependency/risk/comment
1	Define metrics which capture Visibility	Visibility champ/ staff		**Proposals already provided by Rob; need to follow through**
2	Prioritise + implement the actions from the marketing strategy for *Impact*	PMW/staff	Activities implemented for Spring 2018 issue	Need to refresh strategy
3	Develop Visibility Strategy	Board (IPP/PE) + Marketing Manager + PMW Chair	Plan including: review of resources; identifying targets	Leverage others with interest in marketing OR + achievements: academics, universities, consultancies. Agree action plan to align to the strategy, prioritising communication and marketing activities. Exploit OR60, publications, new website etc.
4	Convert 'Process of OR' foundation paper to suitable content	APR; FM; AP	Good quality materials to share with OR buyers and funders, and used by OR sellers; by tbd	Depends on identifying suitable content management expertise and having project leader in place
5	OR travelling exhibition	Special group; SP	Exhibition available by autumn 2018	Planning group to include ORiS staff member, mktg/comms staff member
6	Respond to consultations on behalf of the OR community	Board, RP		Where consultation is with respect to research funding, REF or similar, RP will take the lead in proposing a response
7	Strengthen links with EPSRC, other funders, users and policy makers	Research Panel		
8	Exploit opportunities such as Industrial Strategy, GOS report	tbd	tbd	Firm up during definition of visibility strategy
9	Fund and promote 2 x MSc scholarships	Board (JEW)	tbd	To improve capability as well as visibility, aim to increase numbers through industrial sponsors
10	Support EJIS proposal for promoting journal items to practitioners	Pubs, staff	tbd	

Priority 3: Build OR community: Strengthen the engagement of the 'OR community' with the OR Society and with each other: that is, turn 'OR people' into active contributors to the OR community and/or resource. *Subgoals:* Establish, develop and strengthen links between academics and practitioners; increase level of engagement of ORS members with the ORS

Board champion: Sanja Petrovic

Specific target: tbc

The main components of action are:
- continue to build ac-prac links amongst OR Society and OR community members
- promote active professional engagement, taking the opportunity of CSci and CAP to articulate benefits and possible activities
- identify and make more use of engagement activity beyond ORS
- build excitement around ORS activities, to attract people to become engaged.

The issue of how to measure engagement of members will be followed through as part of the wider KPI work being undertaken by the Board.

Building excitement is partly about new events, but mainly about how we communicate and market our BAU, and news and opportunities as they arise.

	Action	**C'ttee/Gp**	**Target**	**Dependency/risk/comment**
1	Follow up ac-prac ideas from EURO2015/16	Board	Actions reviewed explicitly; action plan agreed	(including conference and other activities). Apprenticeship scheme may also be a vehicle for interaction
2	Hold 'Impact' 1-day event	Events	tbd	
3	Ensure every Region has active RS committee; establish RS newsletter	ORS SPM; GC regional members	tbd	Both RS and SIGs need to have access to better information. Substantial progress depends on having additional staff resource to support and work with RS/SIGs
4	Ensure SIGs have active committee	Events	tbd	
5	Suitable messages in membership comms	Marketing manager		Recognise non-ORS engagement such as ORNet, NATCOR + exploit CAP, CSci
6	Set up a 'customer engagement' role for key groups	Board, Acc Panel , comms staff		Assuming extra member of staff to engage with eg students, university groups, corporate partners
7	Consider engagement strategy when planning Reach strategy	PMW		
8	Explore, document and encourage growth of 'tentacles' of OR	Board		Structure this into something concrete and useable. In short term, tie in to outreach. Consider CRM system
9	Senior OR academics engage with OR60 and Y2OR2019	Research Panel, RPO, Events		Ensure Early Careers support and liaison with ECAG. RP will liaise with Events to ensure that conferences and events are valued and wanted by the research community
10	Consider how to make best use of NATCOR and other alumni communities	ALL	At least one event for NATCOR cohort during year	

Priority 4: O.R. Capability: To grow the number of people with the capability to undertake OR practice and research in the UK, addressing diversity and inclusion issues wherever relevant. *Subgoals:* Promote interest in OR as a career, and in its feeder subjects as study choices, amongst schoolchildren and students; Promote visibility and health of OR education in UK.

Board champion: Alan Robinson

Specific target: tbc

	Action	C'ttee/Gp	Target	Dependency/risk/comment
1	Connect with policy bodies that are looking to address skills shortages in data science, analytics, …	ERC/Research Panel		Ease of identifying and gaining access to these bodies Timely completion of pipeline project and the strategy
2	Explore level 5/6/7 Apprenticeships in OR, analytics,…	ERC		If we go ahead, will need additional expert bought-in resource to manage and implement
3	Event for admissions officers	Events/ERC		
4	OR Society training needs to address requirements for OR capability	TWG/Events /		
5	Implement database with data from OR academic communities	Research panel		Availability of time. Ease of identifying and gaining access to heads of academic OR groups Support from the heads of academic OR groups and the broader community
6	Review of ORiS strategy	ORiS/ERC		
7	Consider launching 'OR in Universities' alongside ORinSchools	ERC		Not yet proposed to ERC

Priority 5: **Nurture OR Research:** To increase scale and impact of OR research in the UK

This Priority will be mainly driven through the Research Panel.

The Research Panel has identified 8 'portfolios', but in 2018 expects to be focusing on better understanding of the landscape, and supporting the research community in its plans and funding bids.

	Action	C'ttee/Gp	Target	Dependency/risk/comment
1	Investigate/strengthen the research people pipeline including monitoring/ expanding PhD numbers	Research Panel	Gather and use data from annual academic and PhD surveys. First survey to be administered early 2018.	
2	Develop a more savvy/ambitious research community	Research Panel	RPO to establish a monthly academic newsletter by early 2018.	Research news in brief, advice pages for ECRs, an ECR annual 2 day workshop, marketing (Reach action 10)
3	Effective communication of research funding opportunities to the community	Research Panel, staff	RPO to identify named contacts within major funding organisations.	A comprehensive list of potential funders, an active list of all open funding calls and an EPSRC funding dashboard
4	Lead preparations for REF2021	RP, Board		
5	Consider diversity issues in research, with a view to identifying whether there is need for action	Research Panel	Gather and use data from annual academic and PhD surveys. First survey to be administered early 2018.	
6	Support the Board in addressing the risks arising from the current fragility of soft O.R.	Research Panel		Preliminary discussion within the Research Panel is needed concerning how to address this
7	Support the Board in considering how the ORS should respond to the Brexit risks	Research Panel		
8	Establish an Early Career Researcher 2 day Workshop	Research Panel	1st event to be held in September 2018 preceding OR60	The Research Panel will liaise with the Early Careers Advisory Group (ECAG)

SECTION 4: 'BUSINESS AS USUAL' CHARITABLE ACTIVITIES: ACTIONS AND TARGETS FOR 2017

ORS activities			Aim				Target
			1	2	3	4	
Publications	JORS	Pubs	x	x		x	No of subscribers + impact factor at least the same as in previous years
	EJIS		x	x		x	
	KMRP		x	x		x	
	JOS		x	x		x	
	Health Systems		x	x		x	
	Impact Magazine		x			x	
	Inside OR				x	x	
	OR Essentials Book Series		x	x		x	
Conferences	OR60	Events PMW	x	x	x	x	
	Other – pl update		x	x	x	x	
Other events	At least 3x1 day events	Events	x	x	x	x	Attendance? non-OR attendance? satisfaction?
Webinars	Thought leadership + other	Events	x	x	x	x	
Training	Full training programme	Events					At least x courses run? At least x participants?
Science of Better							
Analytics promotion	Analytics one day event	ADG	x	x		x	200 attendees, half of whom non-ORS members ; high level of satisfaction
	Joint events / meetings with other Societies on analytics	ADG	x	x		x	Three events / meetings held
	Regular analytics network meetings	ADG	x	x	x	x	Monthly meetings, 25% at least in regions
Pro Bono	tbc						
ORiS	tbc						
Marketing/comms materials	Suite of materials, strategy update	PMW	x	x	x	x	
Social media	Tweeting, posting, LinkedIn blogging, strategy update	PMW; Pro Bono			X	X	X % increase in social media traffic (conversations, retweeting etc.)
Website	Ensure website is up-to-date and contains suitable portals to relevant materials and processes	PMW		X		X	
Accreditation	Accredit applicants	Acc panel		x		x	

Aims:
1: OR is understood, valued, demand and used
2: Operational Researchers are knowledgeable, well-trained and in good supply
3: The OR Society has a vibrant, active membership
4: The OR Society provides excellent sustainable services

SECTION 5: COMMITTEE AND OFFICE ACTIVITY

5.1: Board

In addition to its normal governance and outreach activities, and delivering relevant actions from previous sections, the Board will be undertaking the following:

BOARD	
Action	**Target**
Oversee embedding of good diversity practice	Follow-through the actions identified in GC September 2017 benchmarking (list to follow);undertake further benchmarking activity in 2018; receive report of 'task-and-finish' diversity working group on issues and next steps, and respond.
Implement Technology Group	Establish by June 2018
Programme of action following effectiveness review, and implement accordingly (see separate effectiveness review)	Any remaining activities to be followed through. Board training to be incorporated into February meeting
Review HR policies	Implement complete suite by March 2018
Establish a realistic target 3-year revenue projection based on target membership and training income	Initial version by March 2018
Explore and begin to mitigate risks of Brexit by establishing a Task Force made up of key members of the OR community, with appropriate Chair	Survey of members and call for support by end Feb 2018. Task Force established and providing regular reporting, by [tbd].
Address fragility of 'soft OR'	Develop proposals by May 2018, in the meantime taking opportunities to support 'soft OR' as they arise
Build up materials on ethics	Section on new website, with a 'minimum viable' set of materials, by May 2018
Help the ECAG to establish itself	Group has membership, TOR and action plan by May 2018
Ensure that satisfactory plan for GDPR is in place	Priority improvements; and robust plan for reaching full compliance, in place by May 2018
Follow through the 'values' initiative	An agreed statement of OR Society values is in place and publicised, by mid-2019.

5.2: Analytics Development Group (ADG)

In addition to its normal outreach, planning, monitoring and reporting activities, and delivering relevant actions from previous sections, the ADG will be undertaking the following:

ANALYTICS DEVELOPMENT GROUP	
Action	**Target**
Review of key developments in analytics and their relevance to the ORS	initiate programme of routine update and wider dissemination
Develop measures of objectives	Integrate dashboard into regular management, and share learning with rest of Board

5.3 Events Committee: In addition to its normal monitoring, review, liaison and reporting activities, and delivering relevant activities from previous sections, Events Committee will be undertaking the following

EVENTS COMMITTEE	
Action	**Target**
Supporting OR60, and ensuring that OR61 follows on smoothly	OR61 benefits from the boost given by OR60. A named committee or staff member has responsibility for benefits specification and realisation with respect to all strategic goals, and reports to Board by December.
Exploring ways of improving events analytics	The data generated around events is captured and analysed to provide useful information for improving event marketing and organisation
Collecting data on diversity of attendance, plus trends and variance in no of meetings, attendance	Data collected for every event, analysed and used for reporting and planning
Adding events to regular programme	Impact event, IWD event, webinars

5.4 ERC: In addition to its normal monitoring, review, liaison and reporting activities, and delivering relevant activities from previous sections, ERC will be undertaking the following

ERC COMMITTEE	
Action	**Target**
Communicating the OR People Pipeline Strategy to the OR Community	To have presented in each Regional Society the strategy at the end of 2017

5.5 Finance: In addition to its normal monitoring, review, liaison and reporting activities, and delivering relevant activities from previous sections, Finance Committee will be undertaking the following

FINANCE COMMITTEE	
Action	**Target**
Finance Procedures Manual	Extend to cover full range of ORS financial activity
Finance resources	Finance activity fully reviewed and adequately resourced by March 2018

5.6 Publications Committee: in addition to its normal monitoring, review, liaison and reporting activities, and delivering relevant activities from previous sections, Publications Committee will be undertaking the following

PUBLICATIONS COMMITTEE	
Action	**Target**
Supporting the changeover to T&F	All goes smoothly in terms of editorial and publishing processes. Potential opportunities are recognised across all strategic priorities, and where RPO or Pubs support is needed to realise the benefits, this is available. A named committee or staff member has responsibility for benefits specification and realisation with respect to all strategic goals, and reports to Board in July and December.
Recording any learning from the tendering/bidding process	Learning recorded and available for 2022 re-tender.

5.7 PMW: In addition to its normal planning, monitoring, liaison and reporting activities, and delivering relevant activities from previous sections, PMW Committee will be undertaking the following

PMW Committee	
Action	**Target**
Maintain oversight of Website Redevelopment Project Board	New website: - appropriate for use on mobiles and tablets - easier to update by staff - navigation and input more user friendly for members - meets criteria for look and feel in place with up-to-date content by April 2018. Potential opportunities are recognised across all strategic priorities and BAU, and where PMW/staff assistance is needed to realise benefits, this is available. A named committee or staff member has responsibility for benefits specification and realisation with respect to all strategic goals, and reports to Board by December.

5.8: In addition to their regular duties, and supporting delivery of all activities in the plan, ORS staff will be undertaking the following

ORS STAFF	
Action	**Target**
Review key processes (Ian Seath has offered to support Pro Bono)	Changes identified by [ ], implemented by [ ], with a resulting [ ] improvement in process/timeliness/reduction in effort????
Reduce the demands on the General Secretary, and increase the timeliness of finance support to the Board, by passing more functions to a Finance professional and PA	New Accountant (or other job title) to take the lead in producing statutory accounts, monthly management accounts, budgets, costings, VAT advice, liaison with auditors and ad hoc financial analysis. Other tasks delegated as discussed with RK/JH. Secretarial support fully available
Incorporate EURO admin support	In line with request from EURO to host their admin support
Review all data-handling and sharing processes	Data protection processes are fully compliant with GDPR by May 2018
Engage in the 'Values' initiative	OR Society staff are committed to an agreed set of OR Society values

BUSINESS PLAN APPENDIX 1: SUMMARY OF BAU + ROUTINE BUSINESS

Business items	Who	Ongoing/repeating items
Address long-term issues and develop strategies for the development of the Society.	Board + Council	Strategic/business planning process
Oversee suitable organisational structure.	Board	Review from time to time Constitution; Committee Structure; Role descriptions
Oversee business plan delivery	Board + delegated committees/staff	Business plan reviews
Ensure effective financial management of the Society's operations and reserves; monitor investment advisers and performance	Board	Management accounts; budgeting process; expenditure business cases
Allocate investment in charitable projects	Board ERC	Budget Charitable projects
Maintain and review links with national and international bodies		EURO rep; IFORS rep; CMS rep; HORF rep; SciCo; EPSRC; HEA; ESRC rep
Oversee OR Pro Bono		Pro Bono staff + steering group
Enhance Academic-Practitioner interface	Board	
Ensure effective risk management	Board	Risk register + regular review Policies + procedures
Communicate OR in Education and Research	ERC	OR in Schools; Careers Day; responding to education-focused consultations
Support OR research	Research panel/ERC	PhD prize; promote opportunities for funding; maintain links with funded initiatives; promote funding opportunities; liaise with key funders,
Support OR learning and teaching	ERC	Liaison with HEA
Promote active Regional Societies & SIGs	Events	12 Regional Societies, at least 12 SIGs
Provide access to OR heritage; spread knowledge of it	ERC	Library; Warwick archive
Run conferences (inc raising awareness and stimulating demand)	Events	ORn, SWn, YORn, KIMn
Run events (inc raising awareness and stimulating demand)	Events (+ADG)	Blackett; Beale; Analytics; Joint BAM; Joint Design Council; Joint RSS; other
Provide appropriate Training Programme; promote	Events/TWG (+ PMW)	Training Programme
Produce journals/special issues containing high quality articles	Publications	[list journals] Review impact factors
Generate and evaluate proposals for new journals	Publications	
Ensure satisfactory publisher performance; including electronic access	Publications	Monitor progress, budget, revenue; renew contracts as necessary

Generate and evaluate proposals for new books/ book series	Publications	
Ensure suitable editors are appointed for publications and plan for suitable successors	Publications	
Ensure ORS systems for publications work effectively	Publications	
Oversee and develop member recruitment and retention; ensure systems working smoothly	PMW	
Update and implement social media strategy; manage social media platforms	PMW	LinkedIn, twitter, Facebook
Stimulate members to identify with OR and engage with promoting OR	PMW	
Promote OR and ORS to top managers, 'owners', potential members	PMW	Maintain Science of Better
Provide membership and recruitment material	PMW	Regular review of materials
Provide effective and reliable website	PMW	Maintain www.theorsociety.com
Review 'membership offer' and consider whether improvements necessary	PMW	Membership surveys Benchmarking against other societies.
Operate the accreditation system; promote accreditation	Accreditation Panel (+PMW)	
Operate a range of awards	Awards Panel	Define clear processes for selecting members of the panels, encourage applications and minimum number of entries
Outreach to other organisations: - CMS - EURO - IFORS - ATI - GORS - Science Council - other - ?	President, staff, reps	