Imperial College Union
Board of Trustees / 17 September 2025

Annual Balanced Scorecard

Author(s): Tom Newman (Managing Director)
Purpose: To propose updates to the Union's Annual Balanced Scorecard measures for 2025/26
Decision: To **approve**

1. Overview

In July 2023 the Board approved the Union's strategy and the method for measuring performance. Each year the Board reviews the Balanced Scorecard's performance in July, and agrees the performance measures for the year ahead at the September meeting. With two years of strategy delivery completed, we are able to update the Balanced Scorecard to better reflect the measures and targets that will be most useful in understanding the performance of our strategy.

Our scorecard takes a holistic approach to measuring our performance across all areas of our strategy. We use internal measures plus College-wide and national surveys such as the NSS and the SES to collect our data on an annual basis.

The Management Committee and Team Managers review performance against the organisational objectives and the balanced scorecard on a termly basis.

This paper provides an overview of the 2025/26 Balanced Scorecard and a summary of proposed updates.

2. Summary of Changes

A number of changes to objectives and their measures were made after a year of delivery and reporting using the Balanced Scorecard approach. There are no changes to our objectives and minor changes to targets and measures. A summary of changes and the rational is below, and in section 3 and 4 a summary of the objectives, measures and targets are detailed. In summary, by updating the objectives and measures we can better utilise these levers to deliver the right priorities to improve our services.

i. Target A2 has been reframed from achieving a percentage score increase to securing a place in the top quartile of UK Students' Unions in the NSS question on representation. This provides a more meaningful and externally benchmarked measure of performance. Unlike a percentage increase, which only tracks internal progress and can appear arbitrary, quartile positioning demonstrates our standing relative to the sector, accounts for shifts in national averages, and communicates clearly to stakeholders that ICU is striving to be among the leading performers nationally. This approach aligns with our ambition to deliver sector-leading student representation and ensures our progress is measured in a competitive context.
ii. B1 commercial target has been adjusted to reflect budget.
iii. B3 updated as the paper has been submitted to the University with broad agreement, the next step of work is a more detailed business plan outlining the ICU White City services and specific space requirements.
iv. B4 updated to move to the next stage of our Beit refurbishment ambition which is to attain RIBA stage 1 designs.
v. C2 target adjusted as its baseline targets have been established in 2024/25.
vi. C3 target changed to have realistic service expectations for key student facing services: Activities, Advice, Representation, Venues and Retail.
vii. Targets D3 and D4 increased to provide more ambition in a strong area.

3. 2025/26 Objectives

A. Members and Customer Objectives: 1) Students feel the Union has a positive impact on their experience at College 2) Students feel their Union represents them and their academic interests 3) Students feel the Union directly enabled them to make friends and have fun 4) Students and customers feel the Union services are well run 5) The Union engages students from under-represented groups	**B. Finance and Resources Objectives:** 1) Increase commercial contribution 2) Achieve Strategic Investment Fund target 3) Coherent capital investment for great spaces 4) Core Union activity breaks even
C. Internal Processes Objectives: 1) The Union manages its health and safety risks to a high standard 2) High service standards are defined, monitored and maintained. 3) Proactively improve key Union processes.	**D. People and Partners Objectives:** 1) Increase career staff engagement and satisfaction 2) College stakeholders believe the Union is a credible and impactful organisation 3) Student staff recommend the Union as a great place to work. 4) Staff believe ICU is an employer that values Equality, Diversity, and Inclusion.

4. 2025/26 Balanced Scorecard Measurements and Targets

	Measure and Target 2024/25	2024/25 Performance	Measure and Target 2025/26
A. Members and Customers			
1	The Students' Union had a positive impact upon my university experience 80%.	**56.4% (Student Experience Survey, (3,710 respondents, 13.6% response rate))**	80% of students agree that the Students' Union had a positive impact upon my university experience in the Student Experience Survey
2	The Students' Union represent students' academic interests 75%	**76.6% (NSS, (2131 final year undergraduate, respondents, 74% response rate))**	ICU is in the top quartile for UK HEI SUs for the NSS question: The Students' Union represent students' academic interests.
3	75% of population actively participate in Union events and student groups	**67% (16,342 Student Group Members (eActivities))**	75% of student population actively participate in Union events and student groups
4	80% customer satisfaction with Union Venues	**50.5% (Student Experience Survey, (3,710 respondents, 13.6% response rate))**	80% customer satisfaction with Union Venues in the Student Experience Survey.
5	30% Increase in the numbers of students utilising the Student Experience Fund	**14% increase in utilisation (eActivities)**	30% increase in the numbers of students utilising the Student Experience Fund
B. Finance and Resources			
1	Commercial revenue is £2.9m and contribution is £80k	**£3.1m revenue £208k management fee £38k surplus**	Commercial revenue, management fee and surplus meets 2025/26 budget.
2	Deliver budget to meet reserve target	**Achieved in 2024/25**	Deliver budget to meet strategic investment fund target
3	Prioritised operating plan for White City	**White City paper to UMB**	Prioritised operating plan for White City by February 2026
4	Prioritised capital plan for Beit	**Funding for RIBA Stage 1**	Complete RIBA stage 1
C. Internal Processes			
1	100% of the H&S audit achieves 'basic' level	Next audit planned 2025 (**39% in 2023)**	100% of the H&S audit achieves 'basic' level
2	Response times for defined processes are reduced by 25%	**Activities Team Response time Averages October 2024: 2w 4d Dec 2024:1d 12h Feb: 17h Apr: 15h Jun 13h (Freshdesk)**	Baseline response times reduced by 25% year on year.
3	Service level agreements are in place for all	**Draft agreement for Activities**	Service level agreements for Activities, Advice,

	student/customer facing teams		Representation, Venues and Retail.
D. People and Partners			
1	75% of permanent staff recommend the Union as a good place to work	**73% (People Survey)**	75% of permanent staff recommend the Union as a good place to work in annual People survey.
2	90% College stakeholders agree the Union is credible and impactful	Not yet measured	90% College stakeholders agree the Union is credible and impactful
3	75% of student staff recommend the Union as a good place to work	**82% (People Survey)**	85% of student staff recommend the Union as a good place to work in annual People survey.
4	85% of staff believe the organisation values diversity	**88% (Staff Satisfaction Survey)**	90% of career staff believe the organisation values diversity in annual People survey.