Imperial College Union
Board of Trustees / 16 September 2026

Annual Balanced Scorecard

Author(s): Tom Newman (Managing Director)
Purpose: To propose updates to the Union's Annual Balanced Scorecard measures for 2026/27
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.

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 2026/27 Balanced Scorecard and a summary of proposed updates. It is planned to update and renew the organisational strategy during the 2026/27 academic year and this will include the measurement method.

2. 2026/27 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) Maintain 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.

3. 2025/26 & 2026/27 Balanced Scorecard Performance, Measurements and Targets

	Measure and Target 2025/26	2025/26 Performance	Measure and Target 2026/27
A. Members and Customers			
1	80% of students agree that the Students' Union had a positive impact upon my university experience in the Student Experience Survey	85.6% (Student Experience Survey, (n = 1533))	85% of students agree that the Students' Union had a positive impact upon my university experience in the Student Experience Survey
2	ICU is in the top quartile for UK HEI SUs for the NSS question: The Students' Union represent students' academic interests.	81.3% (NSS, (76% response rate)), therefore in top quartile of SUs, 8th in RG	ICU is in the top quartile for UK HEI SUs for the NSS question: The Students' Union represent students' academic interests.
3	75% of student population actively participate in Union events and student groups	29,468 ICU event attendees 16,806 Unique Student Group Members (eActivities)	75% of student population actively participate in Union events and student groups
4	80% customer satisfaction with Union Venues in the Student Experience Survey.	96% rate ICU venues as welcoming and safe (Student Experience Survey, (n = 1420)) 84% agree ICU venues are good value for money (n = 1426) 81.1% visit ICU venues at least occasionally (n = 1840)	95% rate ICU venues as welcoming and safe 90% agree ICU venues are good value for money 90% visit ICU venues at least occasionally
5	30% increase in the numbers of students utilising the Student Experience Fund	-4% in utilisation (eActivities)	~~30% increase in the numbers of students~~

			~~utilising the Student Experience Fund~~ 10% increase in utilisation
B. Finance and Resources			
1	Commercial revenue, management fee and surplus meets 2025/26 budget.	£3.9m revenue £377k management fee £48k surplus	Commercial revenue, management fee and surplus meets 2026/27 budget.
2	Deliver budget to meet strategic investment fund target	Achieved in 2025/26	Deliver budget to meet strategic investment fund target
3	Prioritised operating plan for White City by February 2026	White City paper to Operations and Infrastructure Committee (September 2026)	Prioritised operating plan for White City by February 2026
4	Complete RIBA stage 1 for Beit	RIBA stage one complete	In line with RIBA stage one: Complete Storage Rationalisation Complete Staff Office Refurbishment Fund Level 3 Refurbishment Improve accessibility for WB
C. Internal Processes			
1	100% of the H&S audit achieves 'basic' level	Next audit planned 2026 (**39% in 2023)**	100% of the H&S audit achieves 'basic' level
2	Baseline response times reduced by 25% year on year.	**Activities Team First Response Time Averages:** ~~**October 2024:** 2w 4d **2025:** 2d 12h~~ ~~**Dec 2024:**1d 12h **2025:** 2d 9h~~ ~~**Feb 2025:** 17h **2026:** 2d 12h~~ ~~**Apr 2025:** 15h **2026:** 2d 9h~~ ~~**Jun 2025** 13h **2026:** 15h 51m~~ corrected data overleaf* **Activities Team Resolved Time Averages:** ~~**October 2025:** 5d 21h~~ ~~**December 2025:** 5d 14h~~ ~~**February 2026:** 5d 9h~~ ~~**April 2026:** 2d 10h~~ ~~**June 2026:** 2w 22h~~ Corrected data overleaf*	First response times and resolved averages within SLA timeframe
3	Service level agreements for Activities, Advice, Representation, Venues and Retail.	**Venues, Retail, Activities and Advice all complete.**	Service level within SLA minimum timeframes for Activities, Advice, Venues and Retail
D. People and Partners			
1	75% of permanent staff recommend the Union as a	73% (People Survey 2025)	75% of permanent staff recommend the Union as a good place to work in

	good place to work in annual People survey.		Investors in People Survey 2026
2	90% College stakeholders agree the Union is credible and impactful	Not yet measured	90% College stakeholders agree the Union is credible and impactful in Advocacy and Influencing Plan Survey 2026
3	85% of student staff recommend the Union as a good place to work in annual People survey.	82% (People Survey 2025)	85% of student staff recommend the Union as a good place to work in Investors in People Survey 2026
4	90% of career staff believe the organisation values diversity in annual People survey.	88% (Staff Satisfaction Survey 2025)	90% of career staff believe the organisation values diversity in Investors in People Survey 2026

corrected data	**C2: High service Standards**		**25/26 target:** 25% reduction YOY
2024-25	**First Response Times**	***2025-26***	**First Response Times**
August	2 weeks, 1 day, 23h, 13m, 28s	August	2d, 7h, 4m, 15s
September	1 week, 22h, 22m, 41s	September	2d, 5h, 6m, 27s
October	3 days, 10h, 59m, 0s	October	1d, 11h, 28m, 43s
November	2 days, 7h, 14m, 31s	November	2d, 3h, 29m, 2s
December	1 day, 6h, 6m, 7s	December	1d, 11h, 39m, 5s
January	1 day, 3h, 17m, 18s	January	2d, 13h, 59m, 57s
February	17h, 54m, 52s	February	2d, 4h, 9m, 40s
March	8h, 35m, 18s	March	3d, 5h, 27m, 55s
April	15h, 12m, 24s	April	2d, 6h, 35m, 56s
May	21h, 5m, 18s	May	2d, 3h, 9s
June	13h, 45s	June	1d, 18h, 58m, 42s
July	17h, 9m, 13s	July	19h, 16m, 47s
2024-25	**Resolution Time**	***2025-26***	**Resolution Time**
September	2d 1h 34m 45s	September	2d 17h 8m 29s
October	2d 15h 49m 25s	October	2d 19h 39m 3s
November	5d 6h 35m 43s	November	2d 18h 22m 41s
December	5d 3h 55m 31s	December	3d 7h 43m 43s
January	1d 13h 42m 14s	January	1d 16h 20m 59s
February	1d 11h 55m 58s	February	2d 16h 29m 55s
March	15h 34m 22s	March	20h 46m 25s
April	6h 49m 43s	April	2d 13h 34m 23s
May	1d 6h 50m 42s	May	2d 11h 35m 45s
June	1d 7h 26m 6s	June	3d 17h 4m 46s
July	20h 26m	July	6d 9h 49m 22s

Note: It was identified that a filter had been applied to the previous data, meaning that data only showed response/resolution times for Activity Proposals, and they closed in June.