

Imperial College Union
Board of Trustees / 18 September 2024

Union Annual Balanced Scorecard Results

Author(s): Tom Newman (Managing Director)
Purpose: To propose updates to the Union's Annual Balanced Scorecard measures for 2024/25
Decision: To **approve**

1. Overview

In July 2023 the Board approved the Union's strategy and the method for measuring performance. With a year of strategy delivery completed, we are in a position 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, College wide and national surveys such as the NSS and the SES to collect our data on an annual basis. The annual scorecard will be reviewed by the Board at the July meeting and each year adjusted to ensure we are measuring the right things.

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 2024/25 Balanced Scorecard and a summary of proposed updates.

2. Summary of Changes

A year of delivery and reporting on the Balanced Scorecard provides an opportunity to review and update what we are targeting and measuring. A summary of changes and the rationale is below, and in section 3 and 4 a summary of the objectives, measures and targets is 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. It has been agreed that the Union running its own Union specific end of year survey adds to the survey fatigue experienced by students at Imperial. We will be utilising and fully supporting the College's Student Experience Survey, which has high engagement and institutional support as well as flexibility for the Union to ask any question it wishes.
- ii. We have updated the objectives for 2024/25 to better reflect the challenges and goals of the Union. This has resulted in changes within the internal process objectives to now better capture priorities related to service standards and processes.
- iii. '75% compliance with service level agreements' has been hard to measure and doesn't address the priorities in our processes. Our priority is to improve the background processes and systems at the Union. Through feedback we believe that the main driver of student dissatisfaction are response times to their enquiries. We propose to measure response times to student enquiries in the priority services this year and then work to reduce these. We have also included a measure on having service level agreements in place this year.
- iv. '90% of business processes are implemented' will be changed to better measure our approach to business process improvement. We will identify key processes and measure our approach to mapping and improving them.
- v. We have also updated finance and resource 2024/25 objectives. Commercial revenue targets have been increased to £2.9m and net profit to £80k.
- vi. The measures related to space have been updated to a more tangible measure to have a plan for capital priorities at Beit and an operating plan for White City.
- vii. We will be able to measure effectively our target of '75% of population actively participate in Union events and student groups' this year through the implementation of SUMS, our new membership management system. We will also be able to segment this data to understand the different types of students engaging by study type and fee status.
- viii. We are proposing to change our key measure for under represented student engagement by specifically measuring the Student Experience Fund uptake. It has been agreed to have a target of increasing take up of the fund by 25%.
- ix. We have made it clear that we are measuring 'customer satisfaction' within the venues in the '80% customer satisfaction with Union Venues' measure.
- x. The Union is over and above its reserve target, we feel it is now more a priority to be thinking about the strategic utilisation of our surpluses via the Strategic Investment Fund. This will involve a longer term plan for the fund which will include an understanding of what level we should target for it to be at in order to invest. As a result we plan to change the measure to 'Deliver budget to meet strategic investment fund target'.
- xi. We have increased our target to 90% of career staff believe the organisation values diversity. We are also clarifying it is career staff who are being asked this question.

3. 2024/25 Objectives

<p>Members and Customer Objectives:</p> <ol style="list-style-type: none"> 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 	<p>Finance and Resources Objectives:</p> <ol style="list-style-type: none"> 1) Increase commercial contribution 2) Meet the Union reserve target Achieve Strategic Investment Fund target 3) Coherent capital investment for great spaces 4) The Union breaks even after depreciation of assets Core Union activity breaks even
<p>Internal Processes Objectives:</p> <ol style="list-style-type: none"> 1) The Union manages its health and safety risks to a high standard 2) Each service and team have a service level agreement with either members or customers. High service standards are defined, monitored and maintained. 3) A professional business planning approach. Proactively improve key Union processes. 	<p>People and Partners Objectives:</p> <ol style="list-style-type: none"> 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. 2024/25 Balanced Scorecard Measurements and Targets

Measure and Target 2023/24	2023/24 Performance	Measure and Target 2024/25
Members and Customers		
The Students' Union had a positive impact upon my university experience 80%.	73% (Union End of Year Survey)	The Students' Union had a positive impact upon my university experience 80%.
The Students' Union represent students' academic interests 75%	71.8% (National Student Survey)	The Students' Union represent students' academic interests 75%
75% of population actively participate in Union events and student groups	13,128 Unique Student Group Members	75% of population actively participate in Union events and student groups
80% customer satisfaction with Union services	61% (average across all services, Union End of Year Survey)	80% customer satisfaction with Union Venues
25% increase in engagement in Union events and student groups by students from under-represented groups	Measurable when SUMS is implemented	25% Increase in the numbers of students utilising the Student Experience Fund
Finance and Resources		
Commercial revenue is £2.6m and contribution is £150k	£2.71m and £150k	Commercial revenue is £2.9m and net profit is £80k
Deliver budget to meet reserve target	Achieved in 2023/24	Deliver budget to meet strategic investment fund target

Transform Union spaces by 2026 at Beit and 2028 at White City	White City on track, Beit not on track.	Prioritised capital plan for Beit
		Prioritised operating plan for White City
Internal Processes		
100% of the H&S audit achieves 'basic' level	Next audit planned 2025	100% of the H&S audit achieves 'basic' level
75% compliance with service level agreements	Not yet measured	Response times for defined processes are reduced by 25%
		Service level agreements are in place for all student/customer facing teams
90% of business processes are implemented	Not yet measured	50% of Key Processes mapped and improved
People and Partners		
75% of permanent staff recommend the Union as a good place to work	68% (Staff Satisfaction Survey)	75% of permanent staff recommend the Union as a good place to work
90% College stakeholders agree the Union is credible and impactful	Not yet measured	90% College stakeholders agree the Union is credible and impactful
75% of student staff recommend the Union as a good place to work	65% (Staff Satisfaction Survey)	75% of student staff recommend the Union as a good place to work
85% of staff believe the organisation values diversity	88% (Staff Satisfaction Survey)	90% of career staff believe the organisation values diversity