



1 MEDIUM-TERM FINANCIAL PLAN 2 2021–2024

3 *The Medium-term Financial Plan provides the policies based*
4 *on which the Student Union’s finances are steered in the*
5 *operating years 2021–2024. This document is public and*
6 *meant for all members of the Student Union. Based on a*
7 *statement drafted by the Financial Committee, the*
8 *Representative Council annually assesses the*
9 *implementation of the Medium-term Financial Plan in*
10 *connection with discussing the financial statement. Each*
11 *Representative Council approves a medium-term financial*
12 *plan once during its term.*

13 1. TERMS USED IN THE DOCUMENT

14 *Budget framework:* A rough estimate of the following year’s expenses and income drafted
15 annually by the chief financial officer at the beginning of autumn. The framework, which
16 includes the most significant financial items, is used as the basis for the preliminary
17 discussion on the following year’s budget.

18 *Membership fee:* The statutory right to collect a fee from HYY’s members every academic
19 year. The membership fees are used to finance the expenses of operating finances.

20 *Index:* A statistical quantity used to describe how a variable has changed during a base
21 period (usually one year). Examples include the cost-of-living index, price index, wage index
22 and rental index. Indices are expressed as percentages.

23 *The term, new term, upcoming term:* Unless otherwise specified in context, the entries in this
24 document apply to the operating years 2021–2024.



25 *Contingency fund:* The ‘piggy bank’ of operating finances into which the distribution of
26 profits from Ylva is directed and from which the difference between the expenses of
27 operating finances and the income from membership fees is taken. Further information on
28 the fund is available in chapter 6.

29 *Ownership Strategy:* A document approved by the Representative Council, setting out the
30 values, duties, objectives and other financial principles of the Student Union’s business
31 operations.

32 *Financial Committee:* A 15-member administrative body operating under HYY’s Board. The
33 duties of the committee are determined in the Administrative Regulation.

34 *Operating finances:* The finances of HYY’s student activity side, in contrast to HYY’s
35 property finances and the finances of its other business operations. The student activity side
36 refers to operations managed by HYY’s Central Office. This document only concerns HYY’s
37 operating finances.

38 *Actual membership fee:* Until 2020, the membership fee consisted of the actual membership
39 fee and the FSHS fee collected in connection with the membership fee and transferred to the
40 FSHS. From 2021 onwards, however, the collection of the FSHS fee has been handled by the
41 Social Insurance Institution of Finland (Kela), which means that the membership fee and
42 the actual membership are now the same thing.

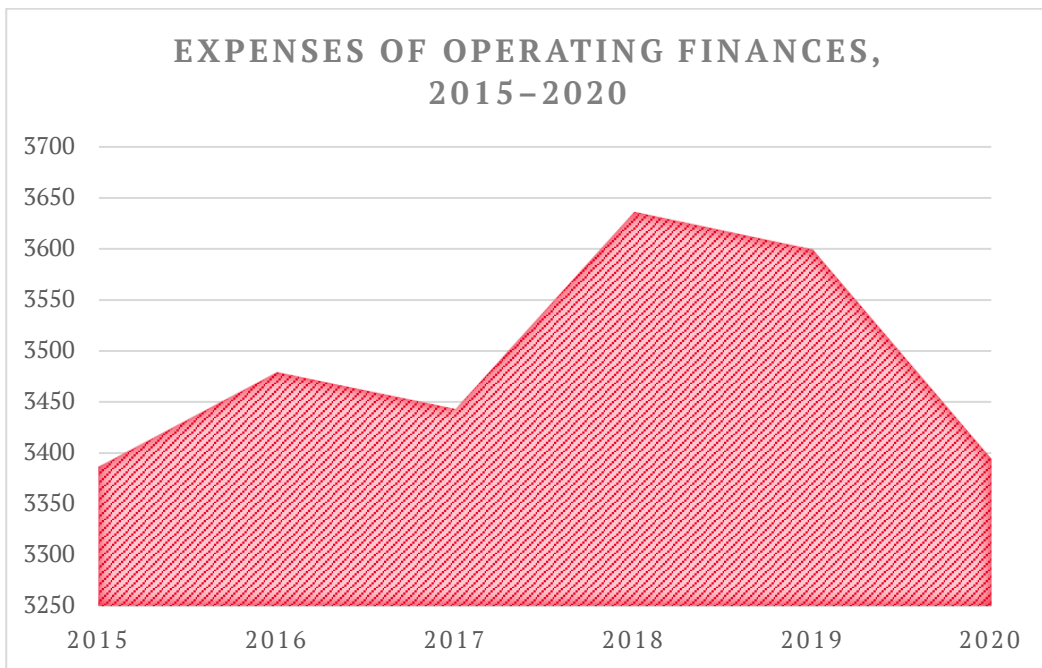
43 *Distribution of profits:* The share of Ylva’s profits that it distributes to fund the expenses of
44 operating finances. The distributed profits are entered as income into the contingency fund,
45 from which they are used by operating finances.

46 *Ylva:* The Student Union’s business side. Ylva comprises HYY’s property finances and the
47 companies owned by it (e.g. Ylva Services Ltd). Ylva is involved in fields including rental and
48 investment activities and accommodation and restaurant business.

49 **2. THE STUDENT UNION’S FINANCES IN GENERAL**

50 Despite the financial uncertainty caused by the coronavirus, the Student Union’s finances
51 have a solid foundation, and Ylva continues to be committed to an increase in recognition
52 as income to make it possible to realise the goal of having no membership fees. Regardless
53 of the coronavirus, the budget of operating finances has fluctuated somewhat in recent
54 years, but the trend has been rising. Costs are increased by a general increase in the level of
55 costs, an increase in the amount of work as operations develop, and investments made in
56 services, such as premises. The expenses are covered by the distribution of profits from Ylva
57 and the Student Union’s statutory membership fee. Around two thirds of the expenses of

58 operating finances are covered with Ylva’s distribution of profits and one third with
 59 membership fees. The relative share of the membership fees has a downward trend, as
 60 increases in expenses have been covered by recognition as income from the contingency
 61 fund without resorting to raising the membership fee.



62

63 In general, the Student Union’s financial objective is to retain our stable financial situation,
 64 to take care of the assets accumulated throughout the years and to ensure that future
 65 members of the Student Union will also have a financially prosperous student union.

66 **3. FINANCIAL PLANNING PROCESS**

67 According to the Student Union’s Constitution, the duties of the Representative Council
 68 include deciding on the annual budget. Before this, the Administrative Regulation stipulates
 69 that the Board’s Financial Committee must prepare its budget proposal for the Board, which
 70 processes it and then proposes it to the Representative Council.

71

72 The proposal made by the Financial Committee is based on a draft prepared by the chief
 73 financial officer, the secretary general and the chair of the Financial Committee. When
 74 preparing this draft, they take into account the budget framework, the Medium-term



75 Financial Plan, the Student Union's finance director's projection of the distribution of
76 profits as well as statements made by the personnel.

77

78 Before the whole process begins, the Representative Council is heard in a preliminary
79 discussion held on the topic. Special consideration should be given to the synchronisation
80 of the preparatory processes of the budget and the Programme of Objectives as well as to
81 taking the cost effects of the entries of the Programme of Objectives into account when
82 making the budget.

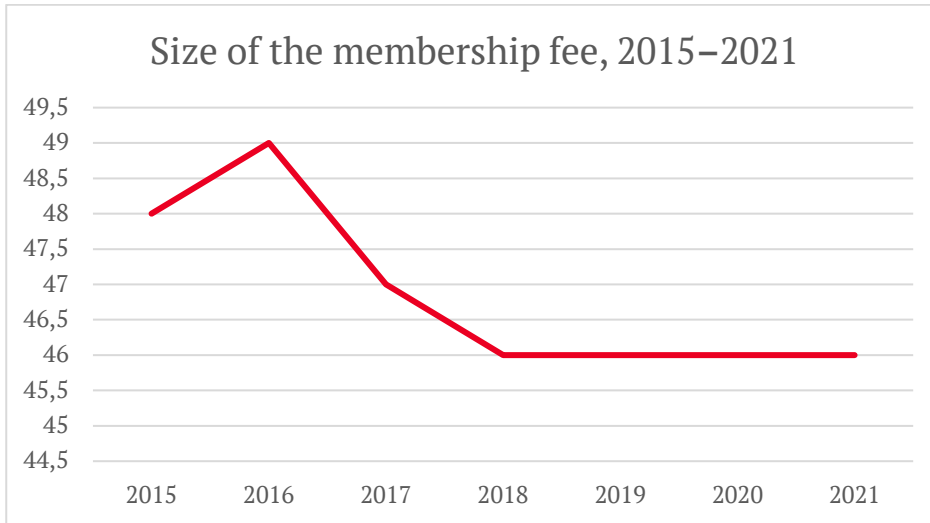
83 **4. INCOME**

84 **4.1. Membership fee**

85 The Student Union collects a membership fee from its members to conduct its statutory
86 duties and to offer services to its members and to organisations operating under HYY.

87 The Representative Council annually decides on the size of the membership fee for the next
88 calendar and academic year. The membership fees account for around one third of the
89 Student Union's income. Raising or lowering the fee should thus have good justifications.

90 The Student Union is aiming to reach the objective of having no membership fees in 2025.
91 This means that the intention is for the Student Union to have no membership fees in 2025.
92 The objective will be realised primarily by increasing the distribution of profits from Ylva
93 and, secondarily, by moderately reducing the expenses of operating finances, if necessary.
94 The Student Union's membership fee has developed as shown in the figure below.

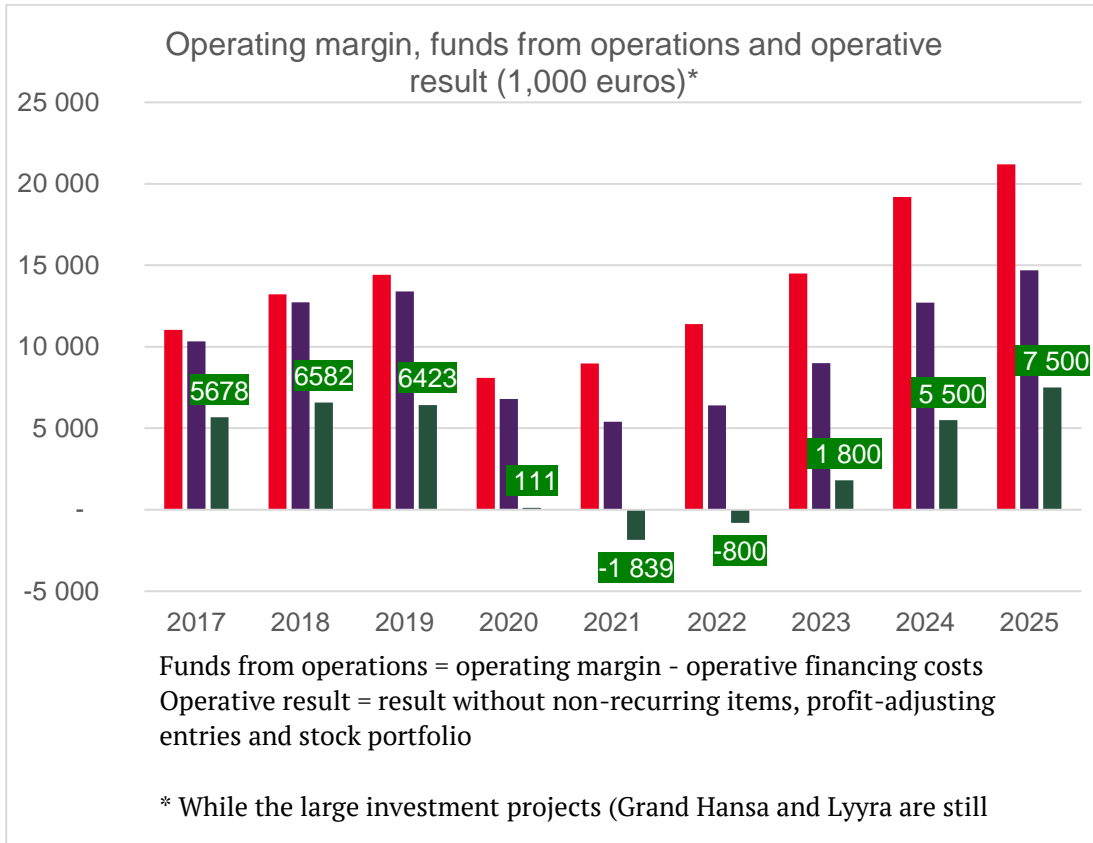


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96 **4.2. Recognition as income from Ylva**

97 The annual deficit of the Student Union's operating finances is covered by entering profits
 98 distributed by Ylva as income. The Ownership Strategy has more detailed stipulations on
 99 the profit targets for the distribution of profits.

100 In accordance with the Ownership Strategy, it is possible to gradually increase the amount
 101 entered as income to 4 million euros by the end of the new term. In 2020, the Student Union
 102 is recognising 2.75 million euros as income from Ylva. In practice, the recognition of the
 103 distributed profits as income is moderately increased to ensure that we will be able to
 104 moderately lower the actual membership fee to the extent possible at the end of the term as
 105 well as to enable the growth of the contingency fund.



106

107 4.3. Overview of the profit targets

108 For this section, we have put together the Student Union's profit targets.

- 109 • The Student Union's finances are kept stable.
- 110 • The Student Union's objective is to make it possible to have no membership fees in
- 111 2025.
- 112 • Recognition as income from Ylva is moderately increased to grow the contingency
- 113 fund, while taking the Ownership Strategy into account.

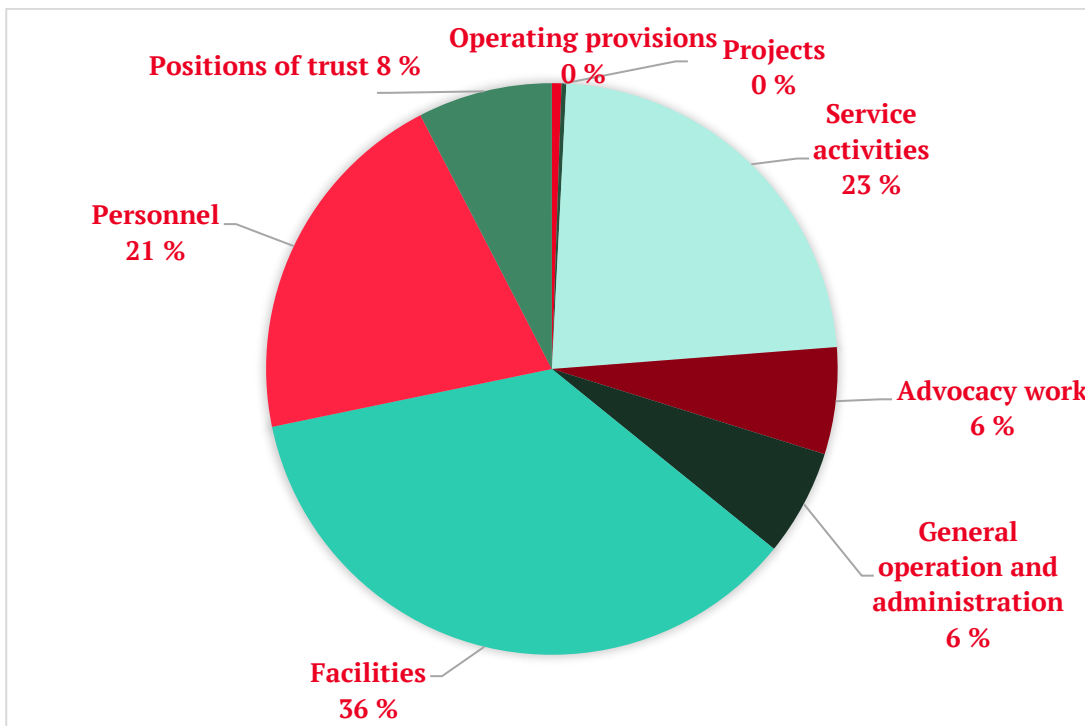
114 5. EXPENSES

115 The Student Union's expenses are currently around 3.7 million euros a year. In 2018, when

116 the Student Union celebrated its 150th Anniversary, the expenses were exceptionally larger,

117 around 3.9 million euros. In 2014–2018, the expenses have generally been around 3.6
 118 million euros per year.

119 The Student Union’s expenses can be divided in the following way:



120
 121 The Student Union’s largest cost item is facility costs, for which we annually use over one
 122 million euros. The second largest cost item is service activities, for which we annually use
 123 over 800,000 euros and which comprises producing necessary services for our members and
 124 organisations. The third largest cost item is personnel costs, which covers the salaries of the
 125 personnel as well as other personnel costs.

126 To support HYY’s and Ylva’s objectives, the Student Union ensures that the expenses of
 127 operating finances do not increase disproportionately. The high quality of services is
 128 maintained.

129 **5.1. Facilities**

130 The Student Union rents facilities for organisational and service activities from Ylva. The
 131 prices per square metre for these facilities can be seen in the budget. The rents are tied to



132 the index and increase by at least 1.5% twice a year, in accordance with the rental
133 agreement. Both operating finances and Ylva are parts of the Student Union, which means
134 that, in practice, the Student Union is currently renting the facilities used by operating
135 finances from itself. Nonetheless, the rent paid for the facilities is of market value in order
136 to keep the costs comparable to renting from an external party.

137 The Student Union has facilities in the New and Old Student Houses, Domus Gaudium and
138 the Mechelininkatu 3D Hub. Besides these, it has storage space in the Domus area. In 2018,
139 we abandoned the meeting and sauna facilities located in Staircase B of the New Student
140 House and in Kaivotalo. For this reason, the Student Union has had less meeting and sauna
141 facilities at its disposal since 2019. Our aim is to increase the utilisation rate of Sivistys by
142 improving its standard of equipment, for instance. As it is currently the Student Union's
143 only accessible multipurpose facility, organisations' costs for using Sivistys must be
144 considerably reduced to make it accessible to all organisations.

145 Any changes to premises used by operating finances will be discussed well in advance with
146 the Representative Council. A list of premises used by operating finances is appended to this
147 document. Premises on the list may not be made unavailable to operating finances without
148 hearing the Financial Committee.

149 The needs for premises among organisations and students will be investigated, and the
150 Student Union will begin a review of facilities based on this investigation in the operating
151 year 2021. In the review, the Student Union will look into the need for new organisational,
152 meeting, multipurpose and sauna facilities on the City Centre campus and particularly on
153 the Kumpula, Meilahti and Viikki campuses. In connection with the review, we will also look
154 into the suitability of the Central Office to the needs personnel have for premises. When
155 investigating new premises, we must consider regional coverage, accessibility, cost effects,
156 enabling the use of premises to not only organisations but also the membership as well as
157 the sustainability and suitability of the proposed solutions.

158 The review of facilities will begin from Viikki at the start of the operating year 2021. Based
159 on it, premises will be rented from Viikki for allocation in the 2023 allocation of premises at
160 the latest. The review should also take into account the planning of Kumpulanmäki and
161 similar opportunities near the campuses. Besides adding to the premises of operating
162 finances, the facility needs of Viikki and Kumpula may also be answered by supporting
163 organisations' independent facility projects.



164 5.2. Renovations

165 Any structural renovations to the Student Union's facilities are made in cooperation with
166 Ylva. Making the facilities as accessible as possible for everyone who needs it is ensured in
167 connection with any renovations – the facilities must be accessible to people with physical
168 disabilities as well as those with hearing or visual impairments, for instance. The premises
169 of Staircase A of the New Student House are made accessible with a lift added in connection
170 with the Grand Hansa project, and an accessibility review of the premises is made after the
171 lift has been completed. We must ensure that we are aware of all alteration work that needs
172 to be done for accessibility reasons and is practical to make in connection with the lift
173 renovation before starting the renovation.

174 During the upcoming term, the condition of the surfaces of the organisational and joint-use
175 premises in the New Student House is charted. In some organisational premises, the
176 surfaces are worn out and in need of renewal. As a cosmetic renovation of the facilities,
177 considerably improved acoustic panelling and sound insulation may also be installed.
178 Cosmetic renovations may be entered into the 'non-recurring investments in premises' item
179 in the budget. In addition to renovations, the condition of the surfaces is also taken care of
180 by regularly waxing the floors of organisational premises.

181 The situation of the Mechelininkatu 3D Hub as well as its function and potential renovation
182 needs and accessibility measures are also charted during the term. These needs are charted
183 in cooperation with the organisations that use the premises.

184 5.3. Personnel

185 At the end of 2020, the Student Union has 16 permanent employees. The personnel are one
186 of the Student Union's most significant resources. At the same time, personnel costs are one
187 of the Student Union's largest individual budget items.

188 The amount of work should generally be kept at a level corresponding to personnel
189 resources. Personnel resources may be increased based on anticipated needs, if necessary.
190 The personnel receive the training they need to take care of their duties. The job
191 descriptions of the personnel should not be considered unchangeable – if needed, they
192 should be changed to better correspond to the Student Union's needs. Trilingualism is taken
193 into account in recruitments.

194 The Student Union should assess the amount of work that the personnel and the Board have
195 and aim to move tasks related to continuous activities from the Board to the specialists or
196 other personnel. It is possible to expand the continuous activities upon careful



197 consideration, but this must not endanger the other objectives set in the Medium-term
198 Financial Plan. We also aim to prepare the hiring of project employees in an anticipatory
199 and careful manner. The Student Union may hire more personnel to carry out tasks that are
200 important for the Student Union's statutory duties as well as other possible tasks that the
201 Representative Council has set for the Board.

202 During the upcoming term, a review is conducted to chart the relationship between the
203 Central Office's duties and the number of personnel, to assess the management system and
204 the Board's workload and to chart potential changes in personnel needs.

205 At present, HYY has two specialists in social policy, two specialists in educational policy, a
206 specialist in organisations, a communications specialist, an art director, a producer, an
207 organisational services secretary, a document secretary, a member services secretary, a
208 childminder, an archivist and a community specialist. In addition to this, the Student Union
209 has a secretary general and a chief financial officer.

210 The English translation services required by the Central Office are carried out by the
211 Student Union's own part-time translator, whereas the Swedish translations are a purchased
212 service provided by Aalto University Student Union. Separately bought Swedish and English
213 simultaneous interpreting services are offered in Representative Council meetings to ensure
214 trilingual accessibility to all members. Besides simultaneous interpretation in Swedish and
215 English, Representative Council meetings must also have sign language interpretation
216 available if needed. Resourcing for translation and interpretation services must correspond
217 to the need for translation and interpretation services. The realisation of genuine
218 trilingualism is ensured by organising Swedish and English translation services in the future
219 by the Student Union's own translators.

220 In financial planning, the needs for consulting services, the possible needs for financial
221 training and guidance for the Board and the Representative Council and the needs for
222 external supervision for the Board and the employees of the Central Office must be taken
223 into account to the extent required by these needs.

224 **5.4. Service activities**

225 HYY produces various services for its members and the organisations operating under it.
226 Service activities are the cornerstone of the operations of the Student Union's operating
227 finances.



11 (15)

KTS 2021-2024

EDUSTAJISTON HYVÄKSYMÄ 25.2.2021

228 The Student Union reaches its members through its organisations in particular.
229 Organisations produce services for all members of the Student Union and make independent
230 volunteer activities possible. The quality and coverage of services aimed at organisations
231 and members are developed in a cost-efficient manner. HYY also strives to continuously
232 strengthen its own selection of member services.

233 Little HYY is a day care service produced by the Student Union, operating in the University's
234 premises. The City of Helsinki covers part of Little HYY's costs. The Student Union's goal is
235 for the city to take over the service without service level dropping from its current level.
236 This would eliminate the need for the Student Union to organise the service. In case the city
237 taking over the organisation of the day care services without compromising the service level
238 proves impossible, the Student Union would continue to produce the services in the future,
239 too. If the Student Union retains the responsibility for producing the services in the future,
240 our members' needs for expanding the service onto other campuses, too, is charted.

241 The Student Union has a Services Office, used by the members and organisations of the
242 Student Union. Its users' needs are taken into account in the opening hours and forms of
243 service of the Services Office. Practices related to the reservation and keys of facilities that
244 can be reserved are developed to make the reservation and use of the premises generally
245 possible without physically visiting the Services Office.

246 In terms of keys, our goal is to achieve a situation where keys to the Student Union's
247 premises are compatible with the University's facilities, even if the access control systems
248 were separate. This would make it possible to use facilities such as the Student Union's
249 organisational premises and the University's night-access premises with the same key.
250 Multipurpose keys must include the possibility to grant temporary access rights remotely.

251 The student card is one of the most visible membership benefits in students' everyday life.
252 As owning a smart device cannot be considered a prerequisite to enjoy this service, the
253 Student Union must ensure that physical student cards remain as an alternative to
254 electronic student cards in the future, too. If the acquisition of physical cards through our
255 cooperation partners proves to be impossible within reasonable limits, the Student Union
256 will take care of producing the cards itself, if needed. During the upcoming term, the goals
257 set for the student cards – both electronic and physical – must be assessed along with their
258 realisation in the card solution provided by our current cooperation partner. When
259 developing physical student cards, their compatibility with the access systems of the
260 Student Union's and the University's premises is taken into account, if possible.



261 5.5. Seventh part of the Student Union's history

262 The sixth part of the Student Union's history (*Helsingin yliopiston ylioppilaskunnan historia*),
263 titled *Eliitti, traditio, murros* ('Elite, tradition, revolution') covers the period 1960–1990.
264 Should we wish the seventh part to cover a period of the same length, it would cover the
265 years 1990–2020. The fifth and sixth parts of the history were written by a full-time
266 historian employed by HYY. As the history is a significant investment, a report on the most
267 suitable way to realise it is to be made and other possibly utilisable funding sources charted
268 during the upcoming term.

269 5.6. Overview of the expense objectives

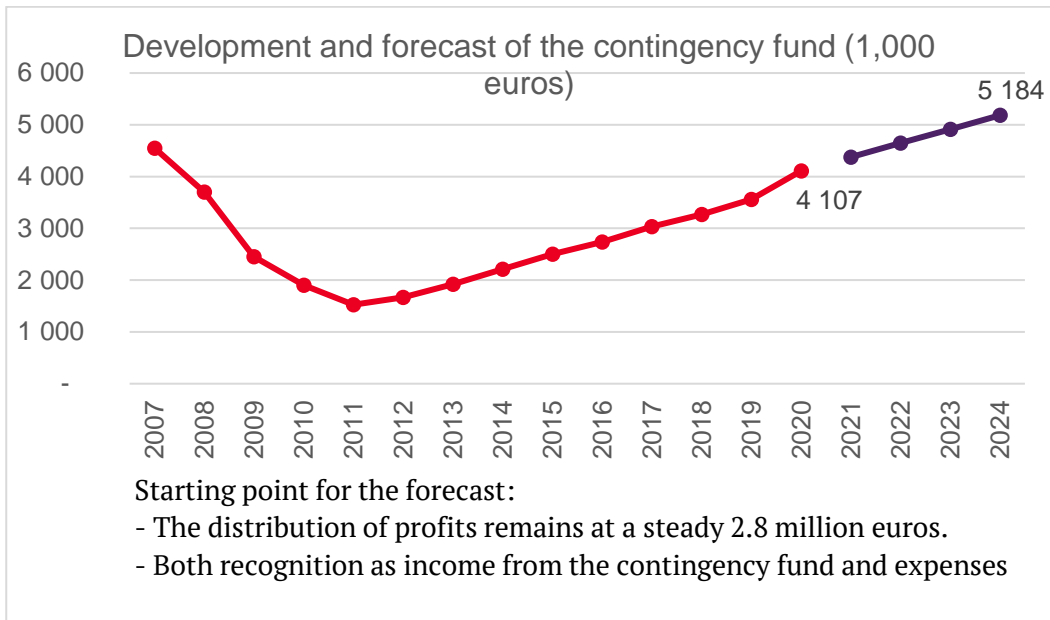
- 270 • The amount of work should generally be kept at a level corresponding to personnel
271 resources.
- 272 • Our goal is to complete the lift for Staircase A in the New Student House by the 2023
273 allocation of premises.
- 274 • New organisational and joint-use premises on the Viikki campus are opened in
275 connection with the 2023 allocation of premises at the latest.
- 276 • The condition of premises is maintained, with reports and feedback from users
277 taken into account.
- 278 • The quality and coverage of services for organisations and members are developed
279 in a cost-efficient manner.
- 280 • Our goal for Little HYY is for the City of Helsinki to take over the production of the
281 service. If this cannot be achieved, the Student Union will continue to produce child
282 care services itself in the future, too.
- 283 • The opening hours and forms of service of the Services Office are developed based
284 on our members' needs, while also hearing the personnel of the Services Office
285 itself.
- 286 • In terms of access systems, our goal is to have keys that are compatible with both
287 the Student Union's and the University's premises.
- 288 • The future of physical student cards is secured by having the cards produced by the
289 Student Union if necessary.

290 6. CONTINGENCY FUND

291 The Student Union has a contingency fund into which the distribution of profits from Ylva is
292 recognised as income. The contingency fund is a way of storing any surplus from the budget.
293 The fund also acts as the Student Union's liquidity buffer. The membership fees are used in

294 full to finance the Student Union’s activities, and the income recognition from Ylva’s
 295 distribution of profits is used to cover the rest of the operating finances’ budget.

296 The contingency fund should be grown annually to even out the possible fluctuations in
 297 Ylva’s distribution of profits. The aim is to accumulate funds corresponding to the Student
 298 Union’s annual expenses into the contingency fund. The idea of the contingency fund is to
 299 only use as much of the distribution of profits entered into the fund as income as is needed
 300 each year, and to leave any surplus for the future. This way, we are ensuring that operating
 301 finances will be funded for upcoming years, too, regardless of fluctuations in the ability of
 302 the business side to post a profit.



303

304 **Objectives for the contingency fund**

- 305 • A minimum of around 3.9 million euros is accumulated into the contingency fund
 306 by 2024. This corresponds approximately to one year’s budget.

307 **7. MONITORING**

308 The Financial Committee of HYY’s Board monitors the Student Union’s finances on a
 309 monthly basis. Section 48 of HYY’s Administrative Regulation sets out the Financial
 310 Committee’s duties. The chair of the Financial Committee gives the Representative Council



311 a report on the Student Union's financial prospects once in the council's first meeting of the
312 autumn and at other times if needed. The chair of the Financial Committee also presents the
313 financial statement in the spring meeting it is discussed in based on a statement made by
314 the Financial Committee.

315 **8. EXCEPTIONAL SITUATIONS**

316 A critical review of the Student Union's budget is begun to prepare for the scenario of the
317 automatic membership being abolished before 2025. If needed, the contingency fund can be
318 used to cover the deficit caused by losing the membership fees, but this is only a temporary
319 solution. The long-term solution should be to trim our operations so that their costs
320 correspond to Ylva's profits. The coronavirus pandemic will affect our members long after
321 the situation has calmed down. For this reason, the effects of the coronavirus pandemic on
322 advocacy work and the student community are taken into effect in financial planning
323 conducted during the financial period.

324 If Ylva is not able to produce the anticipated amount of profits to distribute, we should
325 critically review the lowering of membership fees and the expenses of operating finances.

326 **APPENDIX: PREMISES USED BY OPERATING FINANCES**



15 (15)

KTS 2021-2024

EDUSTAJISTON HYVÄKSYMÄ 25.2.2021

tilano	tilakuvaus	
1055	M 5 autohallin varasto	
4210	M 5 A keskustoimisto	Uusi ylioppilastalo
4221	M 5 A Enäjärvi, palvelutoimistoa	
4310	M 5 A 3.krs Kannuklusteri	
4312	Alina-Sali	
4313	M 5 A 3krs. aula	
4410	M 5 A 4.krs, ESO, Nypolen ja muut	
4510	M 5 A 5krs, Humanistikulsteri	
4512	Wilhelmsson-sali	
4513	M 5 A 5.krs aula	
4610	M 5 A 6.krs, Savo-Vso	
4625	M 5 A 5.krs varasto	
5411	Ylioppilasteatteri	
5511	Ylioppilasteatterin toimisto	
C051	Yokamerat, työhuone ja pimiö	Domus, Leppäsuo
C104	Arkisto, työhuone	
D004	Yokamerat, studio	
G011	Prologi, varasto	
G060	varasto	
G061	varasto	
G062	varasto	
G063	DG, osakunnat ja muut	
G064	DG, Ulrika	
G066	Arkisto	
G101	DG Condu-s-klusteri	
G102	DG Matlu-klusteri	
G104	DG kokoushuone Seppele	
G301	DG saunatila Sivistys	
E100	Meclu 3D: kokous- ja järjestötiloja	

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