

OPEN UNIVERSITY STUDENTS ASSOCIATION**Central Executive Committee (CEC)**

24 – 26 January 2020

ASSOCIATION STRATEGY UPDATE

The CEC is asked to:-

- i) **receive** the updates on the strategy launch, the strategy measures of success, the strategy performance management process and the strategy projects initiation plan
- ii) **discuss and feedback on** the strategy measures of success and the strategy performance management process (Sections 3 & 4).
- iii) **review and recommend** the strategy projects reprioritisation proposal (Section 6).

1. Executive Summary

- 1.1 Since the approval in September 2019 by the Board of Trustees (BoT) of the new strategy covering the period 2019/20 to 2022/23, work has been undertaken to launch the strategy to stakeholder groups and to develop initial strategy implementation plans.
- 1.2 Launch activities to date include the development of printed materials, the development of a strategy microsite within the main website, a launch event for OU staff at the Walton Hall campus, seminars with Central Committee Representatives, a launch event for OU in Ireland staff at the Belfast office and presentations and information stands at Faculty Assemblies. Further launch events are planned for staff at the OU in Wales and the OU in Scotland, along with additional student sessions at the March consultations.
- 1.3 Following a series of meetings and workshops with the CEC, the strategy Steering Group and the staff management team, the following initial implementation plans have been developed:
 - A series of strategic key performance indicators (KPIs) and tracking metrics
 - A process for strategy performance management reporting

- A strategy projects & programme structure and an initiation plan for strategic projects

2. Strategy Launch Activities

2.1 Completed launch activities:

2.1.1 Strategy posters have been created, along with small format take-away leaflets. Posters have been used to create display stands at launch events and stake-holder meetings and leaflets have been used as hand-outs during all strategy events and stake-holder meetings. A permanent strategy display area has been created in the Association office and at East Campus in Milton Keynes.

2.1.2 A dedicated [strategy](#) area of the website has been created to communicate the key elements of the new strategy. This micro-site was launched w/c 4th November 2019 and traffic to the site was generated via a social media campaign and blog posts on the student on-line magazine.

2.1.3 A launch event for OU staff was held at the Walton Hall campus on 28th October 2019. The event was introduced with short presentations by Cath Brown (President) and Dr Liz Marr (Open University Pro-Vice Chancellor Students), and featured strategy display stands manned by members of the CEC. The event generated high levels of engagement amongst OU staff with c60 staff attendees including the Vice-Chancellor.

2.1.4 A launch event for OU in Ireland staff was held at the Belfast office on 13th January 2020. A short presentation by Cath Brown (President), Cinnomen McGuigan (Student Trustee) and Sue Maccabe (Association staff member) was followed by an hour long Q&A. The event was attended by c20 OUII staff.

2.1.5 As part of Student Voice Week (18th to 23rd November 2019) a strategy session was carried out as part of the training seminar for new Central Committee Representatives.

2.1.6 Strategy presentations were delivered as part of the agenda at the WELS and STEM Faculty Assemblies in November 2019.

2.1.7 A strategy launch article has been developed for the Associate Lecturer newsletter.

2.2 Further planned launch activities:

2.2.1 Strategy presentations are planned for the FASS Faculty Assembly in February 2020 and the FBL Faculty Assembly in March 2020.

2.2.2 A strategy workshop will be held with the OU Senior Team during February/March 2020.

2.2.3 Strategy launch events are being planned for staff at the OU in Wales and the OU in Scotland for February/March.

2.2.4 The Association will be running strategy discussions with students as part of the afternoon sessions at the OU face-to-face student consultations during March 2020.

2.2.5 A strategy presentation is being planned for the joint OU Council/ Association Senate Reference Group lunch in April 2020.

3. Strategic Key Performance Indicators (KPIs) and Tracking Metrics

3.1 A series of workshops were carried out with the CEC, the Strategy Steering Group and the staff management team to develop strategic KPIs and associated tracking metrics.

3.2 Five strategic KPIs to be tracked throughout the strategy period have been selected:

- **Awareness** – the level of awareness of the Association amongst our membership (the OU student body)
- **Relevance** – the relevance of our services, communications and activities to our membership
- **Engagement** – the numbers of our membership that engage with our services, communications and activities
- **Reach** – the extent to which we are successfully able to engage with all demographic segments of the OU student body
- **Impact** – the extent to which we are able to positively impact the student experience and the furthering of the interests of distance and life-long learners

Against each of the five strategic KPIs we have identified 3-5 metrics which we will track throughout the strategy period. *Appendix One – Strategy Tracker Measures of Success – Summary* shows a summary of the desired outcomes of our strategy and the ways in which we will measure success via the strategic KPIs and the tracking metrics.

3.3 The tracking metrics provide a combination of quantitative and qualitative measures. For some of the measures we will need to initiate tracking processes and establish our base line performance during the first year of the strategy, for others we already have base line performance data from previous activities to commence our tracking and measurement of performance improvements. The profiling activities that we will need to undertake in order to track our reach will need to be developed with due regard to system, process and data implications.

Appendix Two – Strategy Tracker Measures of Success – Detail provides additional detail on each of the tracking metrics in terms of current status and requirements.

3.4 We are intending to establish a working group to implement the tracking, monitoring and reporting of the measures of the success and to develop proposals for the setting of performance targets. We are inviting expressions of interest from CEC members and staff members to join this working group.

3.5 The CEC is asked to provide **feedback** on the Strategic KPIs and tracking metrics.

4. Strategic Performance Management Process

4.1 In order to facilitate the on-going reporting of our business performance, a new strategy management performance reporting process has been developed. An overview of the process is shown in *Appendix Three – Strategy Performance Management Process*. This process will deliver a quarterly performance management report to the CEC and BoT.

4.2 Within this process, new ways of working will be introduced to include:

- Staff teams will provide a quarterly performance report to the staff management team, indicating performance against team business plans and team objectives, covering business-as-usual activities and non-strategy-specific projects.
- A Strategy Projects Delivery Group will be established. This group will provide project management governance for the delivery of strategy-specific projects, including oversight of project scopes, resources, project plans and budgets. They will provide project assurance and issue management and resolution.
- There will be two strategy performance reporting coordinators – the President (or President’s nominee) and the staff Strategic Projects & Change Coordinator.
- The strategy performance reporting coordinators will receive, on a quarterly basis:
 - The management performance report from the staff management team
 - The strategy projects performance report from the Delivery Group
 - The strategic KPIs metric tracking data

These will be used to create the quarterly Strategy Performance Report for the CEC and BoT.

4.3 The CEC is asked to provide **feedback** on the Strategic Performance Management Process.

5. Strategy Projects Initiation Plan

5.1 In the Planned Activities section of the new strategy, 19 activities were identified which would support the delivery of the strategic aims and objectives.

5.2 A piece of work was undertaken to map these 19 activities into scopes for strategic projects and as a result, 10 strategic projects were defined. The projects were then grouped into three programmes:

- **Service Improvement & Innovation Programme** – three projects focussed on delivering improvements to our existing services and innovating new services

- **Awareness & Reach Improvement Programme** – four projects focussed on increasing awareness and extending our reach
- **Impact Improvement Programme** – three projects focussed on increasing and extending our internal and external impact

A summary of the strategy-specific programmes and projects is shown in *Appendix Four – Strategy Projects Summary*.

- 5.3 An additional piece of work was undertaken to identify dependencies between projects where a project will generate outputs which are required as inputs for other projects, and to determine which projects should be initiated first and their likely projected durations. A timeline overview is shown in *Appendix Five – Strategy Projects Timeline Overview*.
- 5.4 Projects 1, 2, 4, 8 and 9 were initially identified as being the priority projects for initiation, with Project 10 subsequently being added, and a project/workstream structure and timelines were created. These are shown in *Appendix Six – Strategy Projects Initial Implementation Overview*.
- 5.5 We are currently inviting expressions of interest from CEC members and staff members to become members of the project delivery teams for these projects.

6. Strategy Projects Re-prioritisation Proposal

- 6.1 Initial feedback received during the process of collating expressions of interest in joining project delivery teams has indicated concerns, especially from the staff management team, with regard to resourcing and workloads for the period January to June 2020 during which time the teams will be managing both the elections process and the planning and delivery of Conference.
- 6.2 It is therefore proposed that a revised project initiation timeline be developed, prioritising those projects that have dependent projects, or that are tied to current milestones.

The proposed revisions are summarised below:

Project/ Workstream	Description	Current Timeline (per Appendix Six)	Proposed Revised Timeline	Notes
1A	Membership research & analysis	Jan to April 2020	Jan to June 2020	Extend timeline due to delays to annual membership survey launch and to provide additional research opportunities
1B	Services & activities review	April to July 2020	July to Aug 2020	Delay review until after conference,

	and process mapping			recommendations & processes ready for start of academic year 2020/21
2	Individual representation feasibility study	Jan to April 2020	No change	Work already underway
4	Student journey mapping & engagement implementation	Jan to June 2020	July to Oct 2020	Delay mapping until after conference, implementation from start of academic year 2020/21
8	Stakeholder analysis and engagement plan	Jan to April 2020	No change	Critical work to underpin other projects
9	Student Voice Code of Practice	Jan to June 2020	Hold	Under review
10B	Campaigning processes	Jan to April 2020	July to Sept 2020	Delay until after conference, processes ready for start of academic year 2020/21

6.3 The CEC is asked to **review and recommend** to Trustees this re-prioritisation proposal for strategy projects initiation.

Cath Brown
President
Strategy Project Sponsor & Chair of Strategy Project Steering Group

Rob Avann
Chief Executive
Member of Strategy Project Steering Group

Sue Maccabe
Strategic Projects & Change Coordinator
Strategy Project Lead & Member of Project Steering Group