OPEN UNIVERSITY STUDENTS ASSOCIATION

Central Executive Committee (CEC)
25 September – 6 October 2020

STRATEGY PERFORMANCE REPORT

The CEC is asked to:

   i)   **receive & review** the Strategy Performance Report

   ii)   **discuss** the areas highlighted

   iii)   **provide feedback** on the report content

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1.   Introduction

1.1   The Strategy Performance Report is attached as Appendix 1, with a supplementary Appendix 2, and provides performance updates on:
        Section A – Key Performance Indicators (KPIs) and metrics
        Section B – Strategic Projects
        Section C – Business Plans

1.2   This is the first live performance report to be issued following the approval of the reporting template by the CEC and Board of Trustees in July 2020.

1.3   The following sections draw out highlights from the report for CEC discussion and consideration.

1.4   Overall feedback on the report content would also be welcomed, particularly in consideration of the level of detail provided in the report:
- Is it relevant, interesting, useful?
- Would the CEC like to see more detail or less detail in some areas?
- Is there other information that would be useful to be included?

2.   Section A – Key Performance Indicators

2.1   Twenty metrics were identified to be monitored as part of the strategy KPI monitoring. These are reflected in Section A.

2.2   The development of the data tracking mechanics for these metrics are still under partial development and as a result there are some metrics where data is not yet available – these are metric numbers 8, 13, 14 and 17. These will be available in subsequent reports.

2.3   For some metrics the figures reported are a first-time measurement and performance tracking (i.e. movements) will not start being reported until subsequent reports are issued – these are metric numbers 1, 2, 5, 7, 10, 15 & 18.

2.4   Metric numbers 3 and 13 relate to results from the 2020 National Students Survey (NSS). As the Open University did not meet its threshold response rate this year, we are unable to publish these statistics and they are therefore separately reported in the confidential paper as appendix 3 and 4.

2.5   The CEC is asked to **receive and review** the metric updates, alongside the accompanying notes in the following points.

2.6   **Metric 1** – The response rate to the Annual Membership Survey soft-launch was disappointing, but there were specific challenges that caused this as have been previously reported to the CEC in April and July 2020. The challenges are also captured in the update for Strategy Project 1.

2.7   **Metric 2** – This shows a good level of general awareness amongst responders but there may be a causal link in that students with pre-existing awareness of the Association may be more predisposed to responding to an Association survey. Only a quarter of these responders were, however, fully aware of what services and support were available to them as a result of being a member of the Association, suggesting that there is more work to do on awareness and promotion.

2.8   **Metric 4** – This shows a good improvement in the number of new visitors to our website in the last 12 months. The website sits in the public domain and so traffic is not restricted to our student members but also includes Association and OU staff and other members of the public. Within our analytics we are able to exclude local devices so under normal working conditions campus traffic would be excluded but with the move to working from home this is not the case and this may have created an artificial 'uplift' in figures. This can be assessed with continued tracking and as/when we return to normal working conditions.

2.9   **Metric 5 & Metric 10** – Service/resource users (metric 5) are reported alongside activities (metric 10) on page 8 of the report. This area of reporting is still under development and will be expanded further as indicated on page 8. CEC feedback on whether there are specific areas of services/activities that you would like to see/not see in this section would be welcomed.

2.10   **Metric 6** - Please see note against Metric 4 as this will also apply to Metric 6. The movement tracking for this metric is against itself, the CEC may wish to consider whether looking at returning visitors as a percentage of new visitors may be a more useful indicator of relevance.

2.11 **Metric 7** – This data is currently only available against the Association Twitter account. We had a high number of total impressions (views) during this three-month period due to the impact of conference related activity. Engagements reflects the times that users interacted with our tweets through comments, likes reshares, expanding/viewing content and click throughs.

2.12 **Metric 9** – Election participation is showing moderate improvement but is still very low in terms of voter turnout following the change to 'One Member One Vote'. Additional information is provided alongside Metric 12.

12.13 **Metric 11** – There is an improvement in the average number of active volunteering roles in the past three months compared to the previous year, reflecting the introduction of new roles. Applicants for volunteering roles in the last three months is high but it should be noted that this time period includes the phase of recruitment for current Central Committee Reps.

12.14 **Metric 12** – Appendix 2 provides a Voter Insights Summary from our elections provider for the 2020 main elections. The CEC is asked to note the report contents and the key recommendations for consideration in work to improve future voter turnout which can be incorporated into the elections review.

12.15 **Metric 15** - This shows a good level of agreement but there may be a causal link in that students with pre-existing awareness/satisfaction of the Association may be more predisposed to responding to an Association survey.

12.16 **Metric 18** – This shows a high level of positive impact reported from OU committee staff. Work is underway to establish a mechanic to conduct a regular 'pulse' check to monitor this figure.

12.17 **Metric 19** – The supplementary impact reports that are available for this reporting period are provided in separate papers.

12.18 **Metric 20** - Work is underway to establish a mechanic to conduct a regular 'pulse' check to monitor these figures across different stakeholder groups.

3.   Section B – Strategic Projects Updates

3.1   Ten strategic projects were defined and scoped from the activities and priorities identified in the strategy. Four of these are currently in progress, project numbers 1, 2, 8 and 9. The remaining six strategic projects are not yet in progress. The Strategy Implementation Update paper (CEC 10/20/9) makes recommendations for initiation timelines and priorities for further strategic projects.

3.2   Of the four strategic projects in progress, one (Project 1) currently has a green status and the other three (Projects 2, 8 & 9) have an amber status. Project updates and statuses are provided in Section B.

The CEC is asked to **note** the updates and statuses.

3.3.   Project #1 scope comprises the Annual Membership Survey (AMS) implementation and the introduction of an annual service review. The annual service review will examine Association services, resources and activities and

assess their relevance against student needs and expectations along with their effectiveness for supporting and engaging students. The annual review process will result in recommendations in relation to the improvement of current services, resources and activities and in relation to new service development. As a result of the change to the scope carry out only a soft-launch of the AMS ahead of a full roll-out, the project team are proposing to delay conducting the first full annual service review until Spring 2021 when the results of the AMS roll-out will be available. This is to enable a larger and therefore more robust student feedback data set to be available to inform the review.

The CEC is asked to **approve** this proposal.

3.4   Project #8 scope comprises the development of internal and external stakeholder maps to inform the development of a full stakeholder engagement plan. The stakeholder mapping is due to complete shortly. The next phase of this project – the development of an Association-wide stakeholder engagement plan - is a critical piece of work which will provide a foundation for other strategic projects which rely on stakeholder relationships and contributions, along with providing the underpinning for the Association-wide communications strategy. A full CEC/staff project team will need to be established for this second phase of work.

The CEC is asked to **appoint** the CEC sponsor/co-lead for this second phase of work and also to advise on the interest levels of other CEC members to join the project team.

4.   Section C - Business Plan Updates

4.1   Business plans covering business as usual (BAU) activities and projects for the 2020-21 academic year are in place for the staff senior management team and each business area.

4.2   Progress against business plans was reviewed by the Staff Management Team at their September meeting. As we are only 6 weeks into the operation of the 2020-21 business plans, the updates and highlights provide a more general progress report covering the work carried out over the Summer along with any current issues and challenges that have been identified in relation to business plan activities. These updates are provided in Section C.

The CEC is asked to **note** the updates.

4.3   Key highlights of progress that has been/is being made across the business areas of the Association are:
- Successful delivery of the Association's first wholly online conference.
- Ongoing adaptations to ways of working to allow the continuance of normal business operations under work from home conditions for all staff, representatives, Trustees and volunteers.
- The completion of our data protection compliance audit by the external Data Protection Officer.
- The creation of the Culture Change Steering Group and the establishment of culture change priorities.

- Additional training for volunteers to support the move to on-line community events and the creation of a new Online Host role.
- Completion of the drafting of a new Staff Handbook.
- Completion of the recruitment, appointment and training of the new tern Central Committee Representatives.
- A restructure to create a new staff team for Volunteering and Representation, including the development of new roles and recruitment into roles.
- Roll-out of new accounting code structures and budget tracking tools to monitor spend in alignment with strategic priorities.
- Implementation of strategy performance management processes and reporting mechanics.
- Initiation of consultations for website development.
- The creation of an Equality, Diversity & Inclusion (EDI) working group to steer our EDI agenda and the delivery of our EDI commitments.
- The establishment of the Wales Volunteer Panel.

4.4   Key current issues and challenges include:
- The ongoing pandemic and the risks it poses to the return to normal working conditions, to the continuing delivery of BAU activities and to the timeline for the resumption of face-to-face activities and events.
- The change to this year's subvention process poses a risk to continued growth funding.
- Resource availability across the staff team and the CEC for strategic projects outside of BAU activities.

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