

OPEN UNIVERSITY STUDENTS ASSOCIATION

Central Executive Committee (CEC)

25 September – 6 October 2020

STRATEGY IMPLEMENTATION UPDATE

The CEC is asked to:-

- i) **receive** the updates on Performance Management and the Strategy Projects Portfolio
- ii) **discuss and agree** the strategy projects initiation priorities

1. Update on Performance Management Processes

- 1.1 The Strategy Performance Management process that was approved by the CEC and Board of Trustees (BoT) is attached as Appendix 1.
- 1.2 The three key areas of process flow have now been implemented.
- 1.3 For the Key Performance Indicators (KPIs) tracking and reporting: A staff working group was convened comprising members from all business areas. Each of the 20 metrics was assigned an owner (or multiple owners) to be responsible for the collation and provision of the metric data to feed into the KPI reporting process. Business areas have worked to establish data collation requirements and routines and a central repository has been created for the storage of metric data to allow on-going updates and refreshes. Some areas of this work are still under final development and this is reflected in Section A of the Strategy Performance Report supplied in Paper 10.
- 1.4 For the Strategic Projects progress tracking: The Strategy Projects Assurance Group (SPAG) has been established and the Terms of Reference were agreed. This is a staff group, chaired by the Chief Executive, which has oversight of our portfolio of strategic projects based on receiving six weekly progress updates from the strategy project leads. This Group maintains oversight of strategy project scopes, progress and outcomes and is an advisory body for the CEC. The Group also monitors risks and challenges to successful delivery of project outcomes, working to support project teams on issue resolution. The Group will support good practice through the provision of a project management framework and toolkit which is currently under development.

This Group provides the strategy project updates reflected in Section B of the Strategy Performance Report supplied in Paper 10.

- 1.5 For the Business Plan progress tracking: The quarterly review process for Business Plans has been implemented and the Staff Management team have conducted the first progress review for the 2020-21 Business Plans. The review process includes assessing overall progress against business plan objectives, progress against activity plans and a review of resourcing and schedules. The process is used to document highlights and achievements and also to identify any risks or challenges to the business plans for discussion and resolution. The Staff Management Team provides the business plans updates reflected in Section C of the Strategy Performance Report supplied in Paper 10.

2. Update on Strategy Projects Portfolio

- 2.1 Following the advice of the BoT, the Culture Change work has now been scoped into four separate projects and these have been incorporated into the Strategy Projects Portfolio under a Culture Improvement Programme. An updated Strategy Projects Portfolio summary is attached in Appendix 2 for reference.
- 2.2 The next stage is to map the timelines for these four culture projects, and to incorporate them under the oversight of the Strategy Projects Assurance Group.
- 2.2 Progress on culture strategy projects will then be reported within Section B of the Strategy Performance Report in future reports.

3. Strategy Projects Initiation Priorities

- 3.1 Appendix 2 shows the Strategy Projects Portfolio summary.
- 3.2 Appendix 3 shows the current timelines overview for the Strategy Projects Portfolio (excluding the Culture projects where timelines are still under construction).
- 3.3 We are currently at the start of the 2020-21 time period and there are four strategy projects currently in progress – project numbers 1, 2, 8 and 9. Updates on these four projects are included in Section B of the Strategy Performance Report supplied in Paper 10.
- 3.4 The next three strategy projects that were originally scheduled to be initiated at the start of the 2020-21 academic year are project numbers 4, 5 and 6. An overview of the scopes and aims of these projects is below.
- 3.5 **Project 4 – Create meaningful on-going connections and communications with OU students at all key stages in their student journey.** This project will map the student journey from registration through to graduation and identify key stages in the journey where the Association can make a difference for students through services, support, engagement and communications. This is anticipated to be a large piece of work which will require wide stakeholder engagement and will generate recommendations for support, engagement and communications strategies.

- 3.6 **Project 5 - Develop and publish a student engagement value statement in order to actively promote the benefits of engaging in the wider student community and to encourage greater student involvement in Association activities and events.** This project will identify student needs and expectations of the Association in order to develop a deeper understanding of how we support those needs and to better promote the benefits to students of our activities and services.
- 3.7 **Project 6 - Work with OU principal stakeholders to encourage the OU to do more in promoting, sign-posting and supporting the work of the Association.** This project will identify the key OU stakeholders that we should engage with to seek to increase the contribution the OU makes in helping to raise our awareness and engagement levels. The project will develop and implement a specific action plan to roll-out Association promotion and sign-posting across OU platforms and channels. This project has a dependency on the stakeholder maps and engagement plan being developed under Project 8.
- 3.8 These three projects were previously identified as being the next set of strategy projects to be initiated as they each provide ‘building blocks’ that help to inform and support other strategy projects and wider business-as-usual activities.
- 3.9 The CEC is asked to discuss these projects and their proposed prioritisation and advise on whether these projects should now be initiated, or whether there are other strategy projects that should be given a higher priority.
- 3.10 Once there is agreement on the next set of 2 to 3 strategy projects that are to be initiated the first step will be to seek expressions of interest to join the project teams from CEC members, the staff team, the wider volunteer community and the student body.

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