

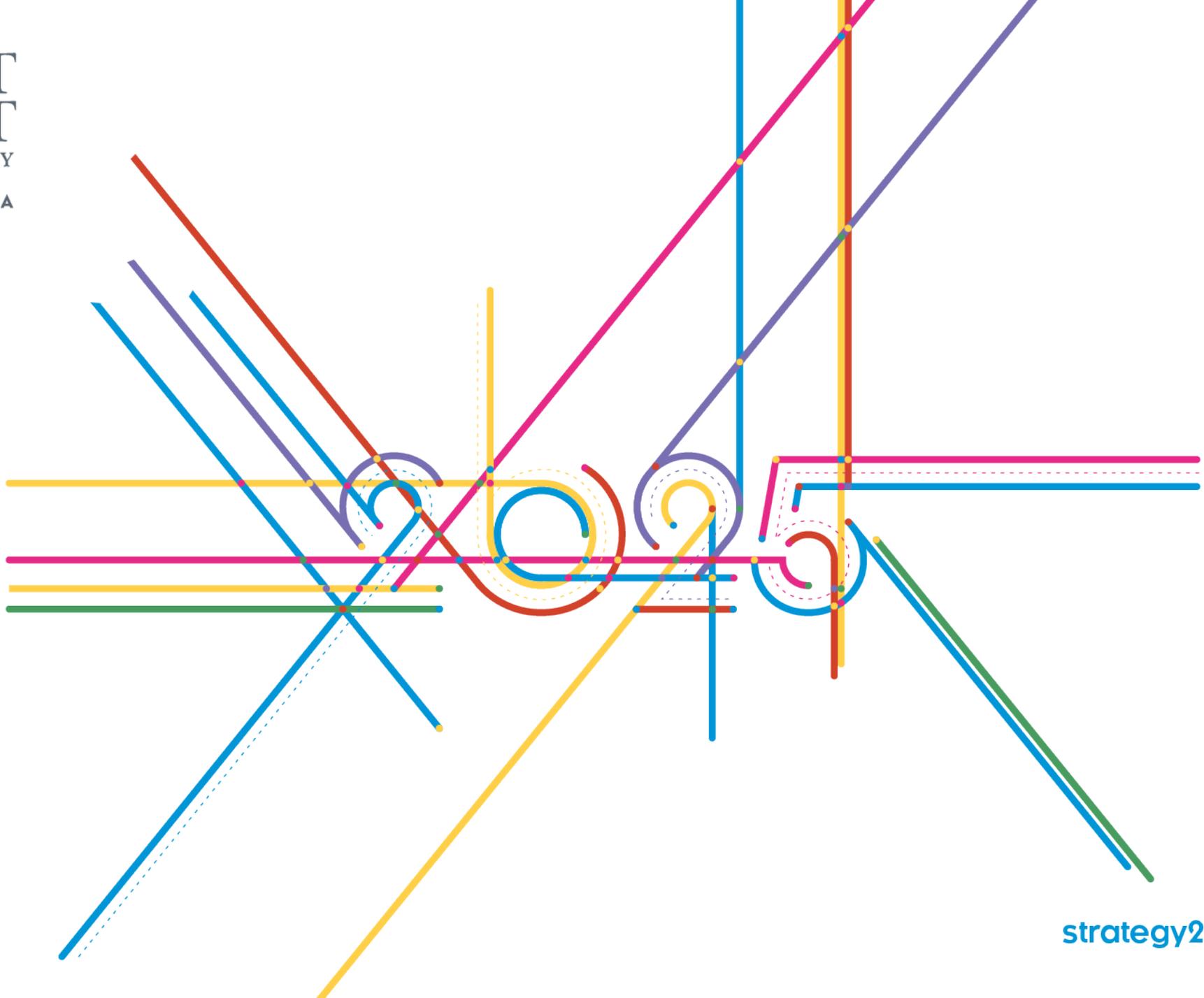
Court Strategy Meeting

11 December 2020

Prof Richard Williams - Principal

Overview of the morning session:

1. 2020/21 Strategic Priorities
2. Strategy 2025 engagement and communications plan
3. Theme leader presentations - Strategic and Operational Performance Indicators
4. Breakout discussion – reflections on strategy and risk appetite



Strategy 2025

Vision • Mission • Ethos

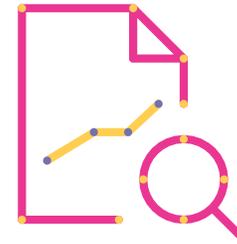
BELONG

**Pioneering
in Education**



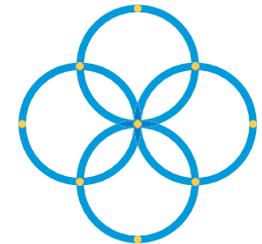
INSPIRE

**Excelling in
Research and
Enterprise**



COLLABORATE

**Building
Flourishing
Communities**



CELEBRATE

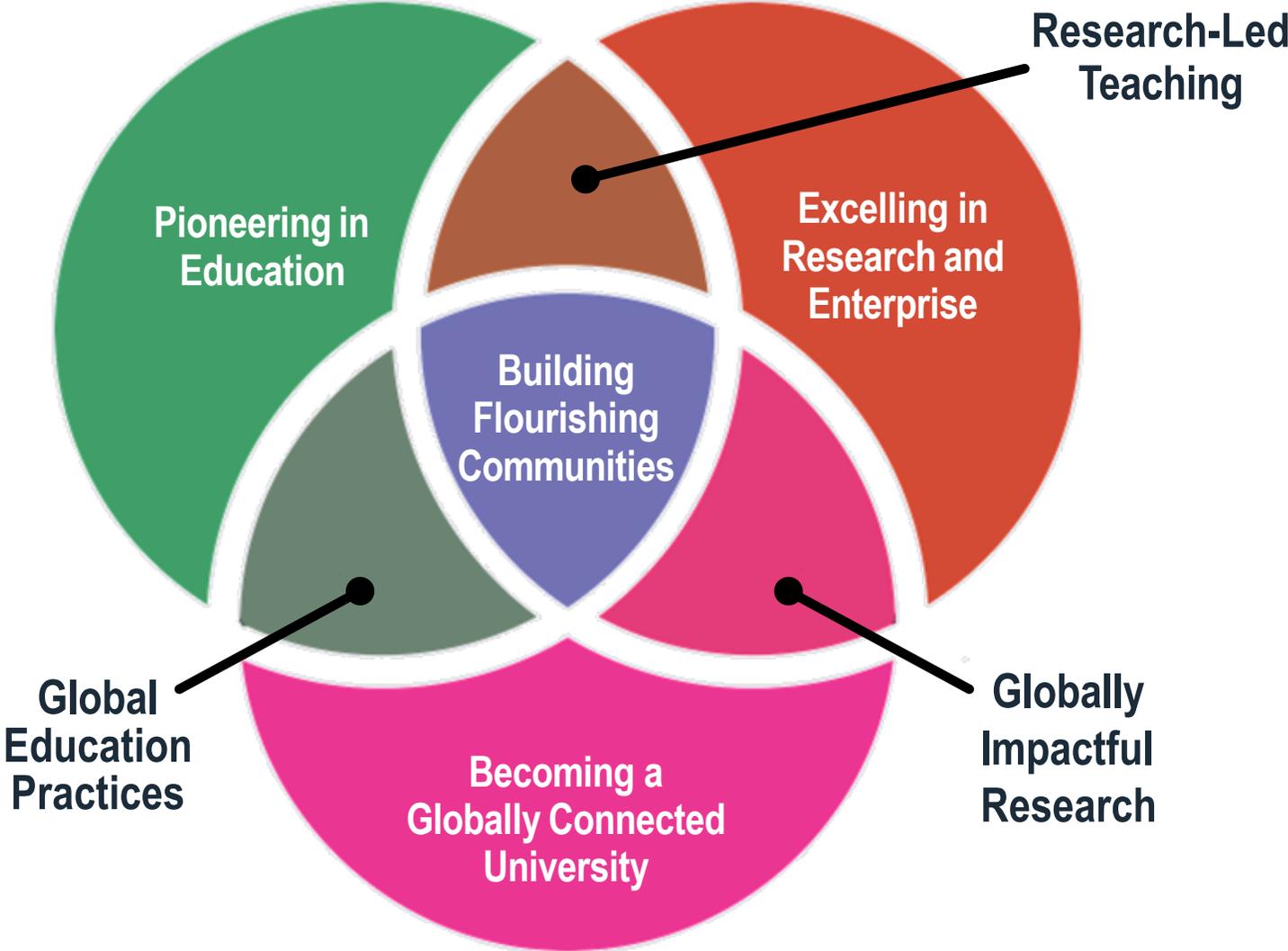
Being a Globally Connected University

**Enhancing our Systems,
Processes and
Infrastructure**

**Developing our People and
Culture**

**Achieving Efficiency and
Effectiveness**

Strategy 2025



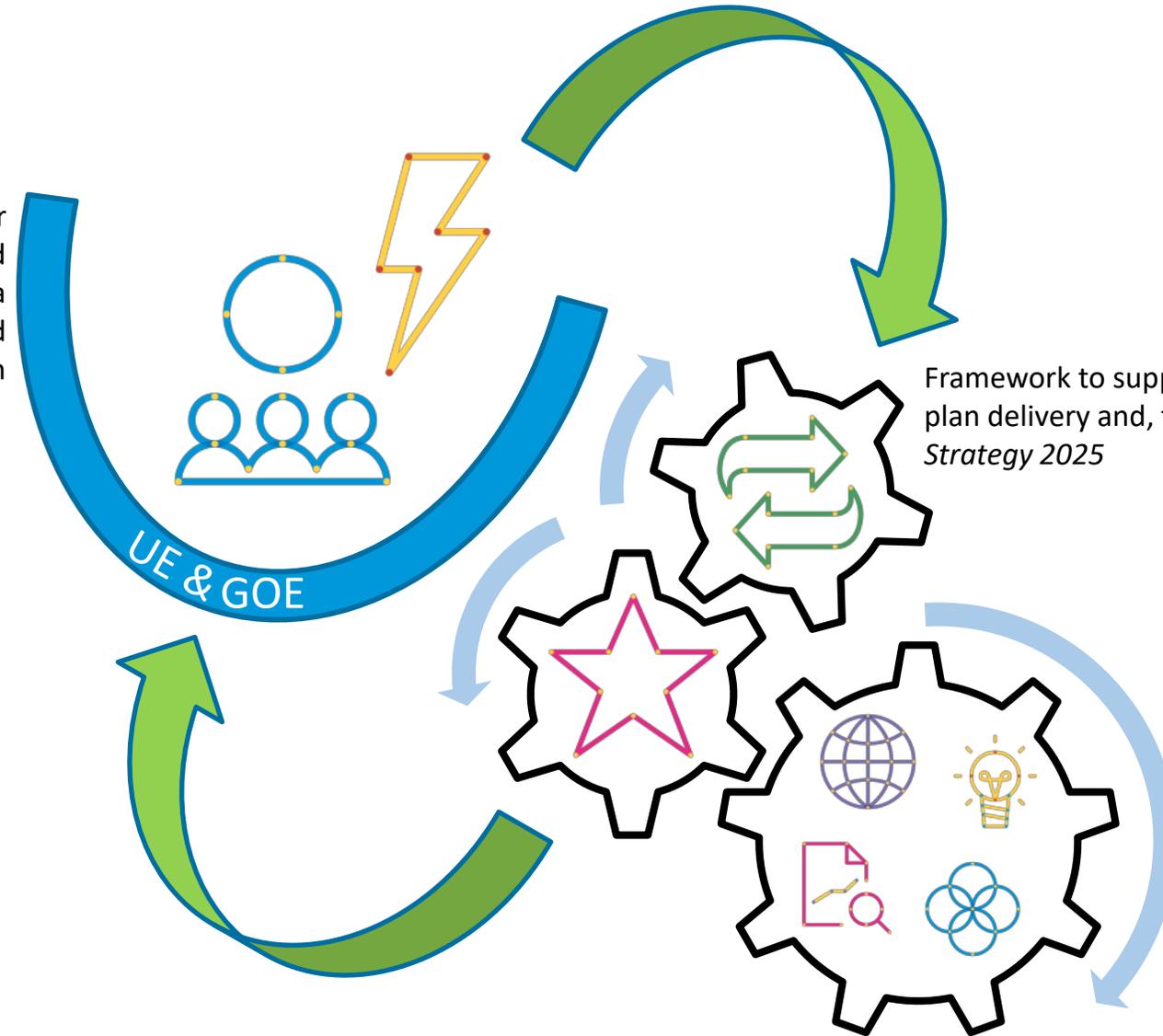
Prof Mark Biggs – Vice Principal

Annual Planning 2.0 (AP2.0)

Connecting all we do individually and together with Strategy 2025.

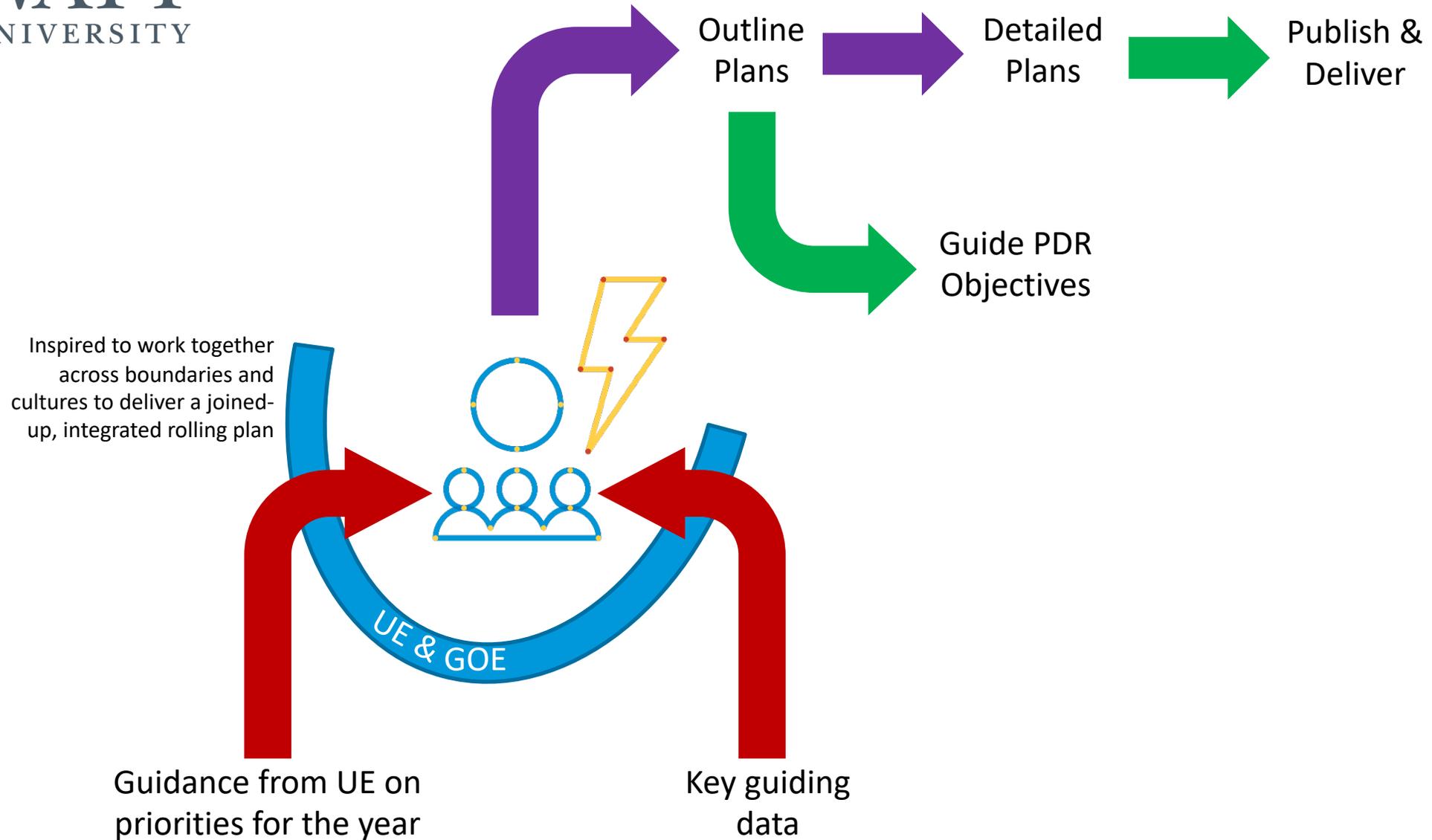
Annual Planning 2.0 (AP2.0)

Inspired to work together
across boundaries and
cultures to deliver a
joined-up, integrated
rolling plan

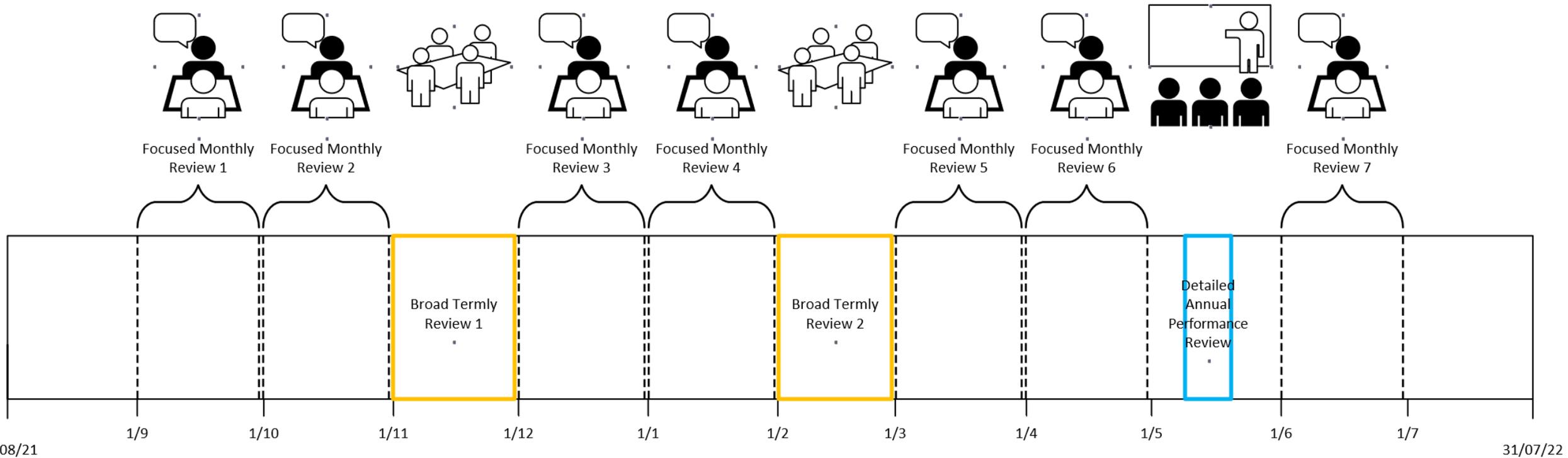


Framework to support
plan delivery and, thus,
Strategy 2025

Develop the plan



Deliver Plan – Annual cycle



- Launch of new approach in February 2021 for planning the three years from 2021/22.
- Will emphasis certain aspects of the new approach in this coming planning round.
- Some important elements:
 - Explainer campaign in January.
 - Outline Plan development in February-April.

Thank you!

Prof Robert MacIntosh – Strategy Advisor

Strategy 2025

Theme	Strategic Performance Indicator	2025 Target
Building Flourishing Communities	Staff Satisfaction	Sector Upper Quartile
	Economic Impact (Global) [^]	Double Impact by 2025
Pioneering in Education	Student Satisfaction	Upper Quartile
	Graduate Outcomes	Top Decile
	Inclusion and Wider Access [^]	Pioneer a sector leading global approach
Excelling in Research and Enterprise	World University Ranking	Top 250
	Research Grant Income	Greater than £65m *
	Environmental Sustainability [^]	Pioneer a sector leading global approach
Globally Connected University	Income Scale and Growth ⁺	Greater than £350m *
	Operating Surplus ⁺	Greater than 4% *
	Resource Efficiency ⁺	Greater than £150k *

* measured annually

[^] requiring further work to operationalise metrics

⁺ to be revisited in November 2020 when student recruitment outcomes are known

2020/21 Strategic Priorities

2020/21

SPIs

Building Flourishing Communities

Develop our Staff Action Plans with a focus on equality, diversity and inclusion
Manage change in a Values-Led way

Staff Satisfaction
Student Satisfaction

Pioneering in Education

Deliver Responsive Blended Learning
Complete first phase of portfolio modernisation
Review the academic architecture of our degree programmes

Economic Impact
Environmental Sustainability
Research Income Growth

Excelling in Research and Enterprise

Identify areas of strength and create a framework for interdisciplinary collaboration
Launch post-COVID Recovery Prospectus
Build New Strategic Partnerships
Initiate our sector leading and global approach to environmental sustainability

World Ranking
Inclusion and Wider Access
Graduate Outcomes

Globally Connected University

Develop a global approach to foundation
Reshape and align academic and professional service structures
Streamline governance and processes to drive efficiency and effectiveness
Leverage our Bicentennial year to build relationships and advocacy

Income Scale and Growth
Operating Surplus
Efficiency

OPIS

Strategy 2025

Begin implementation of Reshaping Professional Services in Schools structures

2020/2021

September to December 2020

January to April 2021

April to August 2021

Building Flourishing Communities

- Equality, Diversity and Inclusion workshop at Global ULF
- Submit University Athena Swan Application
- Conduct Pulse Survey
- Launch Employee Assistance Programme

- Jan – Staff Survey
- Refresh Union Partnership Arrangements
- EDI Strategy / Equality Outcomes mainstreaming

- Staff Survey Results & Action Plans
- Finalise People Strategy

Pioneering in Education

- RBL Delivery & Student Surveys
- Portfolio Modernisation: approvals & development
- Appoint Academic Lead: HW Online
- Launch Digital Foundation (Malaysia)

- RBL Delivery & Student Surveys
- Launch new PGT January starts programmes
- Review Academic Architecture (incl. HW Award)
- Impact Statement (developing digital delivery)

- L&T Strategy – evaluate and embed new approaches
- Approve Academic Architecture & Structures
- Launch Heriot-Watt Award
- Impact Statements – globally for EBS

Excelling in Research and Enterprise

- Launch Recovery Prospectus
- Festival of Research and Enterprise
- Launch Regeneration Project
- Start Hutton Series

- Restart BRL Appointments
- Agree Global Sustainability Strategy
- Establish GRI 2 (Net Zero)
- Submit REF

- Launch GRID Dubai
- Develop Business Plan for GRI 3 (med tech ?)
- Host PRIME Awards
- Develop Frontier Opportunities Register

Globally Connected University

- Reshaping Prof Services Board Established
- Form 1821 Appeal Board and 2021 Planning Group
- Draft global inclusion & access strategy
- New appointments (COO, Secretary) and new structures (UE, GOE)

- Scoping Foundation College
- Digital Projects (VLE, GCMC, ERP, HR Global, etc.)
- Launch Bicentennial Celebrations
- Initiate Annual Planning Process & Court Plan

- Initiate Foundation College project
- Establish Global Service Excellence metrics
- ERP Finance launch
- Agree project plan for student journey systems

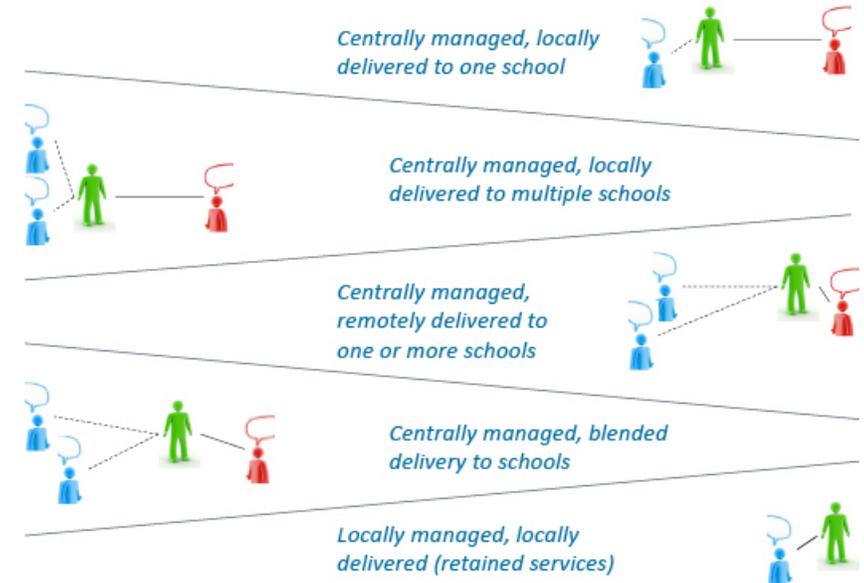
Strategy in Action



A PROSPECTUS for RECOVERY and FUTURE GROWTH

Published
Recovery
Perspective

Formed
Project
Board to
align
Academic
and Prof
Service
structures



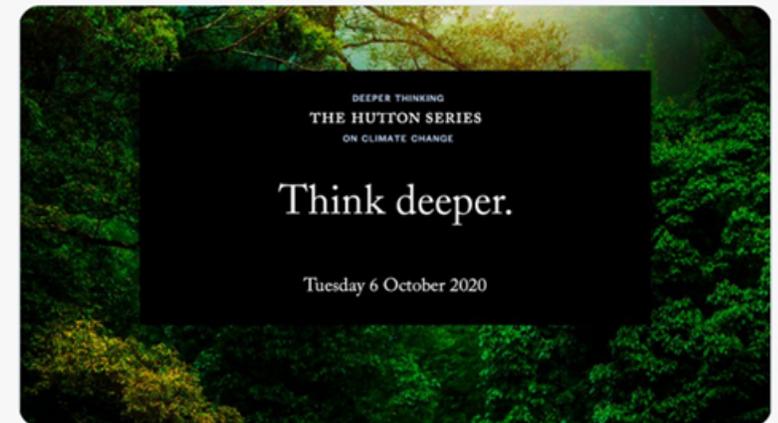
Delivering
RBL
globally



Launched
Hutton
Series of
lectures



Adam Smith's Panmure House @AdamSmithHouse · Oct 2
Actions speak louder than words. Join The Hutton Series on Climate Change, Tuesday 6 October at 14:00, and help us identify the 10 key priorities to mitigate climate crisis. Register here: [panmurehouse.org/programmes/the...](https://panmurehouse.org/programmes/the-hutton-series) #huttonseries #adamsmithhouse



Theme 1 – Flourishing Communities

**Richard Cloughton
Prof Gill Hogg**

Strategy 2025

2020/2021

September to
December 2020

January to April
2021

April to August
2021

SPIs

Building
Flourishing
Communities

Develop EDI Plans

Launch EDI Plans

Manage Change in a Values-led Way

Finalise People Strategy

Staff Satisfaction
Student Satisfaction
Economic Impact
Environmental
Sustainability
Research Income
Growth
World Ranking
Inclusion and
Wider Access
Graduate Outcomes
Income Scale and Growth
Operating Surplus
Efficiency

Flourishing Communities						
Priority Activity (2020/21)		OPI	Progress reporting			Related 2025 SPI Target(s)
			Dec'20	May'21	Yr End	
#1	We will develop our action plans with an emphasis on our Equality, Diversity and Inclusion commitment	Positive movement in key measures in Staff Survey	Y	Y	Y	• Staff satisfaction in Upper Quartile by 2025
		Close pay gaps for all protected characteristics	Y	Y	Y	• Staff satisfaction in Upper Quartile by 2025
		Retention and improvement of Athena SWAN and other relevant awards	Y	Y	Y	• Staff satisfaction in Upper Quartile by 2025
		Retention of talent	TBD	?	Y	• Staff satisfaction in Upper Quartile by 2025
		Reduced days lost for stress related reasons by staff and students		Y	Y	• Staff satisfaction in Upper Quartile by 2025
		TBD	?		• Student Satisfaction in Upper Quartile by 2025	
#2	We will manage change in a way which is values-led	Match between resource and demand during 2020/21	TBD	?	Y	• Staff satisfaction in Upper Quartile by 2025 • Student Satisfaction in Upper Quartile by 2025
		Improvement in specific Change questions from Staff Survey	Y	Y	Y	• Staff satisfaction in Upper Quartile by 2025
		Positive engagement with our values by awards nominations	Year end		Y	• Staff satisfaction in Upper Quartile by 2025
		Positive engagement with our values by recognition in staff survey	Y	Y	Y	• Staff satisfaction in Upper Quartile by 2025

Y	Data available
TBD	To be defined
?	If defined, update could be provided

Staff Satisfaction %



Note:

Baseline point of 40% based on single question in previous Athena Swan based survey
New baseline of 70% based on “bucket” of six questions in 2019 Full Staff Survey
Aiming to achieve 75%.

- 2019 Staff Survey new baseline - The overall engagement score was 70% derived from the following 6 questions

	Response Scale					% Positive
I am happy to go the extra mile at work when required (STRIVE)	37	51	9			88%
I am motivated to do a good job (STRIVE)	37	47	11			84%
I plan to be working for Heriot-Watt in 12 months' time (STAY)	30	41	20	5		71%
I am proud to tell people where I work (SAY)	15	49	26	8		64%
I am committed to helping Heriot-Watt deliver Strategy 2025 (STAY)	12	50	32			62%
I would recommend Heriot-Watt to family and friends who are looking for employment in HE (SAY)	9	42	27	14	8	51%

- Next staff survey will run in early February 2021

- Key Driver analysis from 2019 Staff Survey
- Demonstrates which areas drive overall staff engagement.

RANK	COMPOSITE MEASURE	R-SQUARED	INDEX	% FAVOURABLE
1	ME, MY ROLE & BENEFITS	42%	1.43	71%
2	COMMUNICATION	33%	1.11	44%
3	INCLUSION	32%	1.11	71%
4	SENIOR MANAGEMENT	32%	1.09	34%
5	STRATEGY 2025 & VALUES	29%	0.99	52%
6	CHANGE AND CULTURE	28%	0.95	25%
7	CAREER DEVELOPMENT	27%	0.92	39%
8	MY MANAGER	24%	0.83	62%
9	WELLBEING	23%	0.79	51%
10	PERFORMANCE & DEVELOPMENT	23%	0.79	39%

- Institutional Level Athena Swan Bronze Renewal submitted in November 2020.
- University Global EDI strategy being developed in consultation with staff. GULF and student consultation session held. Court session arranged
- We will develop and publish our Mainstreaming Report incorporating Equality Outcomes in April 2021, alongside student and staff data
- Pay Gap working group re-established. Particular focus on gender pay gap which remains significant (reducing but too slowly)

- 2020 has seen significant changes to working practices
- Staff (and student) wellbeing and safety a key focus during the ongoing pandemic
- Rapid move to remote working and RBL
- Communication and support to staff significantly increased
- Role of manager has been key – now including weekly cascade
- Conducted two pulse surveys during pandemic
 - Key focus on wellbeing, communication and support for return to campus
- Regular and transparent communication with staff
 - Executive Briefings very well attended
- Weekly, then fortnightly “COVID” meetings with Unions in the UK

- Change Agenda – Redundancy Process
- Regular communication with staff – University and local level
- Meaningful and in-depth consultation with Trade Unions in the UK
- Approach via Voluntary redundancy undertaken
- Potential for compulsory redundancies did create anxiety and resulted in formal dispute with both UCU and Unison
- Absence of collective process in Dubai results in different staff experience of change

- Online Global values celebration – large number of nominations across all campuses for both individuals and teams
- Significant increase and focus on staff communication – high levels of engagement
- Staff Wellbeing - Launched Employee Assistance Programme – confidential support for staff across all campuses
- Recruited Respect Ambassadors for all campuses – key role to support staff experiencing interpersonal issues at work. Listen, support and guide
- New PDR forms launched with more overt link to the strategic themes and increased focus on staff development – more work to embed fully in 2021.
- Developing People Strategy to support Strategy 2025
- Staff Survey 2021 to launch on 8th February 2021

Theme 2 – Pioneering in Education

**Prof John Sawkins
Prof Mushtak Al-Atabi**

Strategy 2025

2020/2021

September to
December 2020

January to April
2021

April to August
2021

SPIs

Pioneering
in Education

✓ Complete

Deliver RBL

Review

✓ Complete

Appoint Academic
Lead for HW Online

✓ On track

Launch Review of
Academic Architecture

✓ On track

Design and launch
new online programmes

✓ On track

Expand Distance Learning @ Scale

Staff Satisfaction
Student Satisfaction
Economic Impact
Environmental
Sustainability
Research Income
Growth
World Ranking
Inclusion and
Wider Access
Graduate Outcomes
Income Scale and Growth
Operating Surplus
Efficiency

Strategy 2025

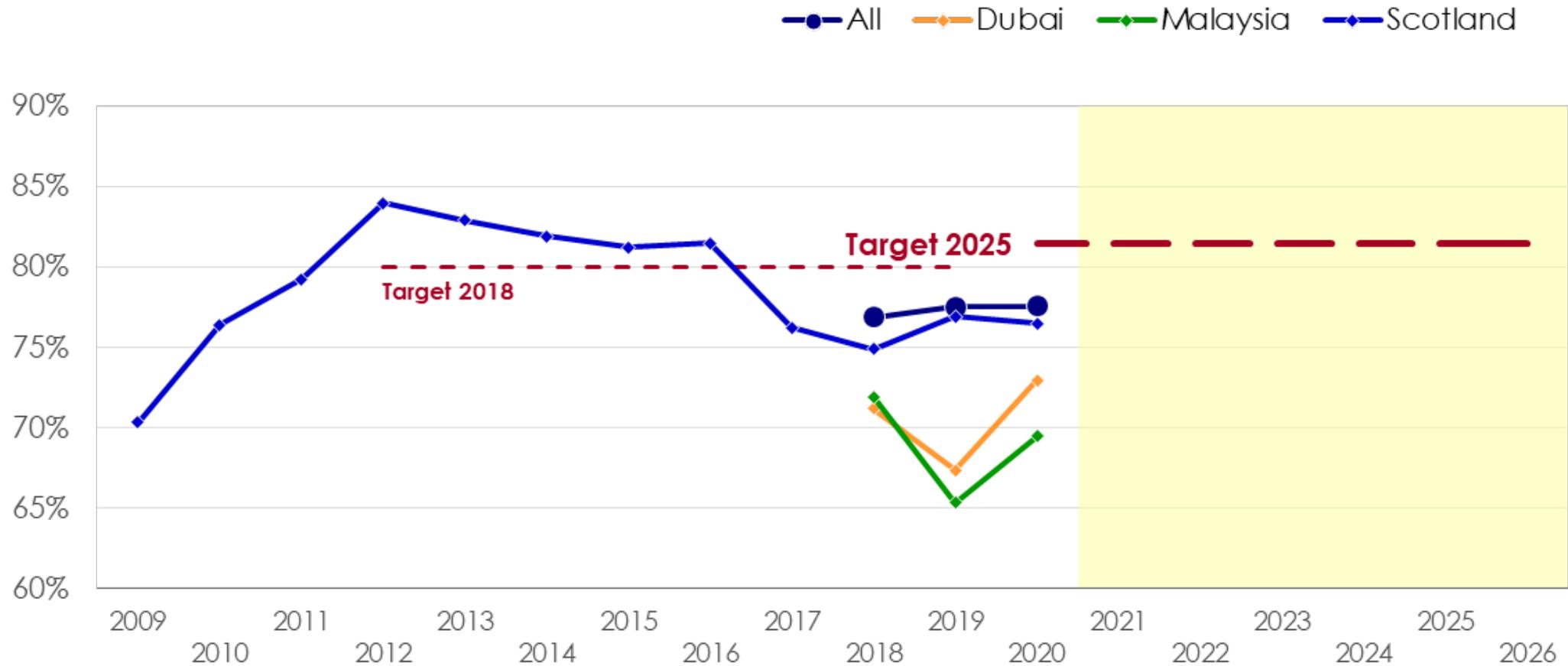


- Monitoring of progress / tuning OPIs dynamically
- Dynamic Strategy Delivery process
 - Report current position (OPIs)
 - Measure progress
 - Retune / fine tune as we travel
- Tuning – workshop with key Education leaders
- Reporting - dashboard

Pioneering in Education						
Priority Activity (2020/21)		OPI	Progress reporting			Related 2025 SPI Target(s)
			Dec'20	May'21	Yr End	
#3	Deliver RBL for 2020/21	% of students undertaking cross-campus learning activities as part of their programme of study	TBD	?	Y	• Student Satisfaction in Upper Quartile by 2025
#4	Complete the first phase of our portfolio modernisation	% of degree programmes (UG and PG) making a financial contribution	Y	Y	Y	• Surplus >4%
		% income growth from new programmes	Year end		Y	• >£350m turnover
		Number of programmes meeting new and continuing enrolment thresholds	Y	Y	Y	• Surplus >4%
#5	Review the academic architecture of our degree programmes	% of new students from SIMD1-20 accessing UG degree programmes (Scottish campuses)	Y	Y	Y	• Sector-leading global approach to widening access
		% of UG students completing Impact Statements	TBD	?	Y	• Student satisfaction in Upper Quartile by 2025 • Top Decile for Graduate Outcomes
		Number of attractive pathways available to international students accessing UG and PGT degrees	TBD	?	Y	• Student satisfaction in Upper Quartile by 2025 • Top Decile for Graduate Outcomes
		Create and launch the Heriot-Watt Award	Timeline		Y	• Student satisfaction in Upper Quartile by 2025 • Top Decile for Graduate Outcomes

Y	Data available
TBD	To be defined
?	If defined, update could be provided

Student Satisfaction - Average % Agree



Theme 3 – Excelling in Research and Enterprise

**Prof Garry Pender
Prof Gill Murray**

Strategy 2025

2020/2021

September to
December 2020

January to April
2021

April to August
2021

SPIs

Excelling in
Research and
Enterprise

✓ Complete

Identify candidate
Global Research
Institutes

✓ On track

Form New GRIs and Frontier
Research Areas

✓ Complete

Launch Recovery
Prospectus

✓ Complete

Deliver Recovery Prospectus

✓ On track

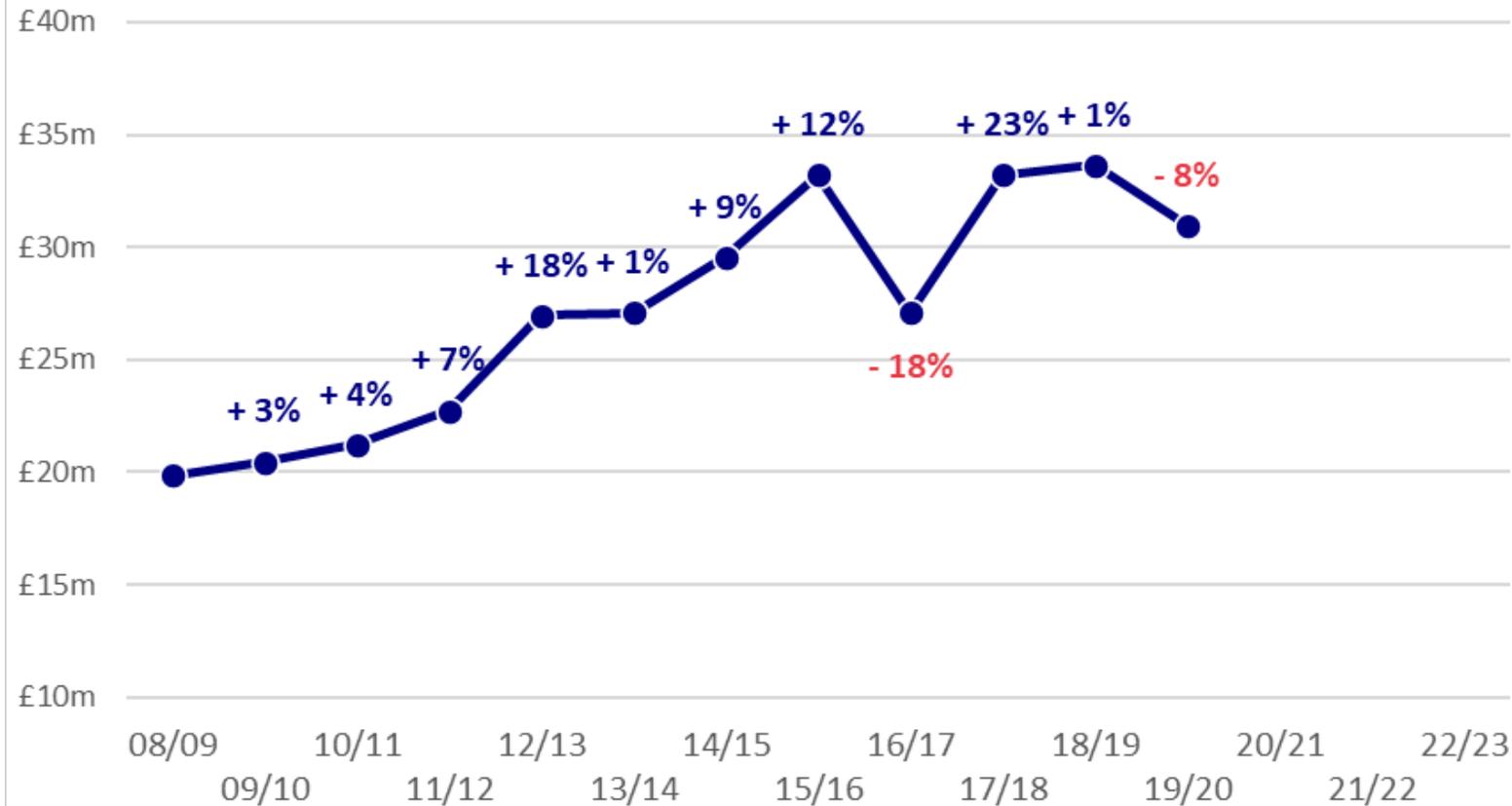
Build New Strategic Partnerships

Staff Satisfaction
Student Satisfaction
Economic Impact
Environmental
Sustainability
Research Income
Growth
World Ranking
Inclusion and
Wider Access
Graduate Outcomes
Income Scale and Growth
Operating Surplus
Efficiency

Excelling in Research and Enterprise						
Priority Activity (2020/21)		OPI	Progress reporting			Related 2025 SPI Target(s)
			Dec'20	May'21	Yr End	
#6	Identify areas of research strength	Smart researcher objectives embedded (>80%)	Year end		Y	<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Annual research income growth (%)	Y	Y	Y	<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
#7	Launch our recovery prospectus and engage with stakeholders	Regeneration Proposals Submitted (number, value & success rate)	Y	Y	Y	<ul style="list-style-type: none"> Double Economic Impact Pioneering Sector-leading Approach to Environmental Sustainability
#8	Build new strategic partnerships with key stakeholders	Number of Strategic Partners signed	Y	Y	Y	<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Average income per partner	Y	Y	Y	<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Activities per partner	Year end		Y	<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
#9	Have our new strategy approved to initiate delivery of our sector-leading and global approach to environmental sustainability	Quantify the transformative potential of our research	TBD	?	Y	<ul style="list-style-type: none"> Sector-leading and global approach to environmental sustainability
		Participation in events using Panmure House as a venue and home for environmental debate	Year end		Y	<ul style="list-style-type: none"> Sector-leading and global approach to environmental sustainability
		Publicise 10 key priorities for the University community to act upon and monitor % of staff and students participating in training / making personal commitments to sustainability	TBD	?	Y	<ul style="list-style-type: none"> Sector-leading and global approach to environmental sustainability

Y	Data available
TBD	To be defined
?	If defined, update could be provided

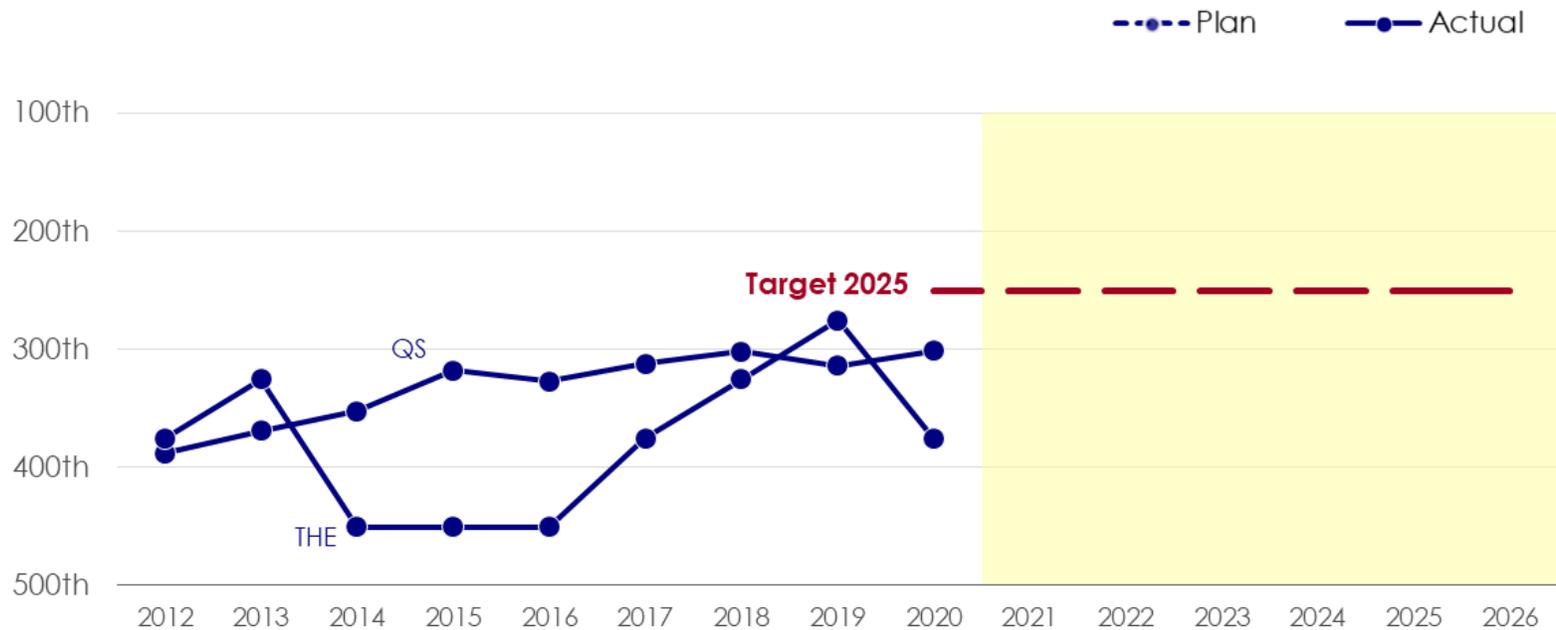
Research Grant Income £m



OPIs

- GRI's established
Priority #6 & #7
2 created
4 under development
- Total £ secured grants/annum
Priority #6
£51.1M in 19/20 - highest since 02/03
- Number of industry partners secured
Priority #8
3 secured
8 in pipeline

Ranking in the THE and QS Rankings



OPIs

- Total £ of research grants secured/annum
Priority #6
£51.1M in 19/20 highest since 02/03
- Total £ of industry grants secured/annum
Priority #6 & #8
~£9M In 19/20
- Citations/annum
Priority #6
- **International network connectivity**
- Staff/Student ratio
- Doctoral graduations

Excelling in Research and Enterprise						
Priority Activity (2020/21)		OPI	Progress tracking			Related 2025 SPI Target(s)
			Dec'20	May'21	Yr End	
#6	Identify areas of research strength	Smart researcher objectives embedded (>80%)	Year end			<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Annual research income growth (%)				<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Total Grants Secured per annum				<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Citations per annum				<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		GRIIs established				<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
#7	Launch our recovery prospectus and engage with stakeholders	Regeneration Proposals Submitted (number, value & success rate)				<ul style="list-style-type: none"> Double Economic Impact Pioneering Sector-leading Approach to Environmental Sustainability
#8	Build new strategic partnerships with key stakeholders	Number of Strategic Partners signed				<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Average income per partner				<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Activities per partner				<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
		Total income industry grants secured				<ul style="list-style-type: none"> >£65m Research Income Top 250 World Ranking
#9	Global Sustainability	<i>To be discussed at Feb 4th Court Meeting</i>				<ul style="list-style-type: none"> Sector-leading and global approach to environmental sustainability

Metrics to be aligned to longer term strategy:

- International network connectivity
- Staff/Student Ratio
- Doctoral graduations

Theme 4 – Globally Connected

Ruth Moir
Lucy Everest

Strategy 2025

2020/2021

September to December 2020

January to April 2021

April to August 2021

SPIs

Globally Connected University

✓ On track

Scope Foundation College

Initiate Foundation College

✓ On track

Reshape and Align Academic and Professional Service Structures

✓ On track

Streamline Governance

✓ On track

Launch 1821 Appeal

✓ On track

Initiate Bicentennial Campaign

Staff Satisfaction
Student Satisfaction
Economic Impact
Environmental Sustainability
Research Income Growth
World Ranking
Inclusion and Wider Access
Graduate Outcomes
Income Scale and Growth
Operating Surplus
Efficiency

Globally Connected University						
Priority Activity (2020/21)		OPI	Progress reporting			Related 2025 SPI Target(s)
			Dec'20	May'21	Yr End	
#10	Develop a global approach to foundation at undergraduate and masters level	Number of students recruited through Foundation Pathways to HWU	Y	Y	Y	• Sector-leading, global approach to widening access (connecting with Pioneering in Education)
		Number of students recruited through Foundation Pathways to other HEIs	TBD	?	Y	• Sector-leading, global approach to widening access (connecting with Pioneering in Education)
#11	Reshape and align our academic and professional service structures and ways of working to be locally and globally connected and efficient in every location	On time Global ERP implementation enabling benefits to be released from March 2021 onwards (benefits articulated in business case)	Timeline		Y	• Staff Satisfaction in Upper Quartile by 2025 • Income per member of staff >£150k • >4% operating surplus • NSS Score (specifically in relation to Org and Mgt question)
		Implementation of the Global Curriculum Management system from September 2021	Timeline		Y	• Staff Satisfaction in Upper Quartile by 2025 • Income per member of staff >£150k • >4% operating surplus • NSS Score (specifically in relation to Org and Mgt question)
		Movement to Cubane norms in those areas where we appear over resourced due to historically dispersed resourcing model	Y	Y	Y	• Income per member of staff >£150k

Y	Data available
TBD	To be defined
?	If defined, update could be provided

Globally Connected University						
Priority Activity (2020/21)	OPI	Progress reporting			Related 2025 SPI Target(s)	
		Dec'20	May'21	Yr End		
#12 Streamline our governance and other processes to increase efficiency and effectiveness	Implementation of staff survey action plans with achievement of related objectives and deliverables via PDR process	TBD	?	Y	• Staff satisfaction in Upper Quartile by 2025	
	Staff engagement Index >72% in 2021	Survey in 2021		Y	• Staff satisfaction in Upper Quartile by 2025	
	July 2021 NSS Score – specifically in relation to Organisation and Management as student facing is also key here	Survey in 2021		Y	• NSS Score (specifically in relation to Org and Mgt question)	
	Use annual Effectiveness Review to monitor progress on achieving effective governance which focusses on value add, demonstrates a values led approach, and focusses on strategic priorities	TBD	?	Y	• Staff Satisfaction in Upper Quartile by 2025 • Income per member of staff >£150k • >4% operating surplus • NSS Score (specifically in relation to Org and Mgt question)	
#13 Leverage our Bicentennial Celebrations as a means of further developing our globally connected staff, student and alumni community	Bicentennial Appeal Levels	Timeline			• >£350m turnover • Double Economic Impact	
	Number of industry / stakeholder relationships	TBD	?	Y	• >£350m turnover • Double Economic Impact	
	Number of people helped / supported	Timeline			• >£350m turnover • Double Economic Impact • Staff Satisfaction in Upper Quartile by 2025 • Student Satisfaction in Upper Quartile by 2025	
	Engagement with celebration opportunities – internal and external	TBD	?	Y	• Staff Satisfaction in Upper Quartile by 2025 • Student Satisfaction in Upper Quartile by 2025	

Y	Data available
TBD	To be defined
?	If defined, update could be provided

Timeline	Activity
Jan – April 2021	Scoping Foundation College Project – Sponsors: Lucy Everest and Ruth Moir
April – August 2021	Initiate Foundation College Project – Project team required for delivery
Feature	Commentary
Digital Foundation	Rapid development in COVID context – creation of assets and experience for next phase
Digital English Language	Rapid development in COVID – keystone in international recruitment
Global	Already in Dubai and Malaysia – needs to be a coherent, branded global offer across all locations
Integral part of HW academic architecture, with aligned curriculum	Creation of ‘School’ for Foundation College with Senior Academic Lead Integrated part of HWU L&T provision, with aligned curriculum and clear pathways for progression into further study.
Commercially driven	Foundation College supported by professional recruitment and commercial team to drive performance to targets.

Timeline	Activity
Jan – April 2021	Roll out of new team structures, processes in Registry, Information Services and retained structures in schools
April – August 2021	Refinement, further benefits realisation and impact measurement
Feature	Commentary
Business Partnership	Establish effective planning and reporting framework ensuring accountability and appropriate management of risk and service optimisation
One HW way	Identify opportunities to move to one single way across key processes and activities to ensure consistency, resilience and efficiency
Impact measurement and service metrics	Establish Global service metrics for key points on student journey to capture best practice, service excellence and areas of concern
Continuous improvement and staff skills development	Drive external view of sector and outside sector service excellence. Identify skills deficits in team and align with PDRs and staff development.
Digital transformation	Identify, scope and determine resource allocation for systems/digital solutions to aid efficiency and transformation

Strategy 2025

OPI monitoring

Priority Activity #11 – On time Global ERP Implementation

Key Benefits for Heriot Watt Staff

Enabling the University to deliver an exemplary experience for staff, students and suppliers:

- Working towards the elimination of transactional finance data inaccuracy
- Providing progressively easier processes for purchasing and supplier management
- Enabling simplified payment processes for self-funding students in our regions where that support does not exist

Enabling the University to move towards industry standard processes which improve how we work:

- Increased automation of appropriate processes through workflows
- Provision of improved service centric self-service facilities backed by better departmental support of those facilities

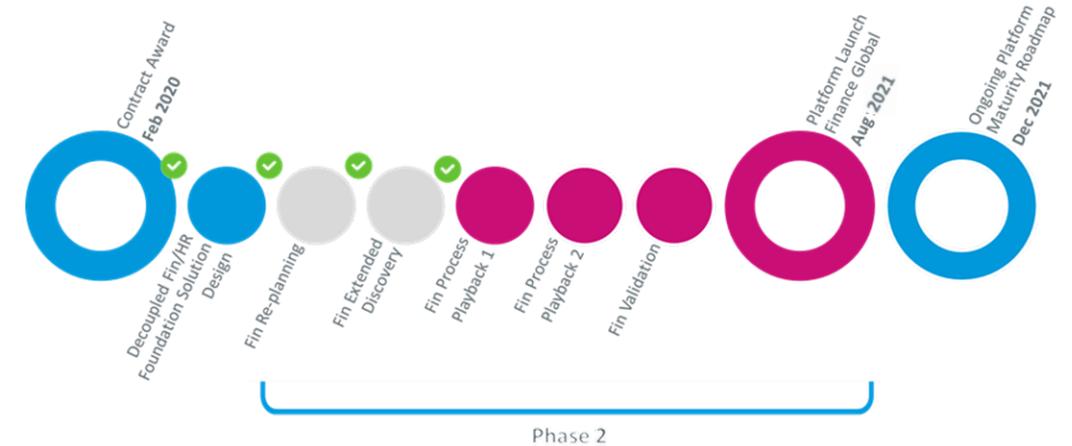
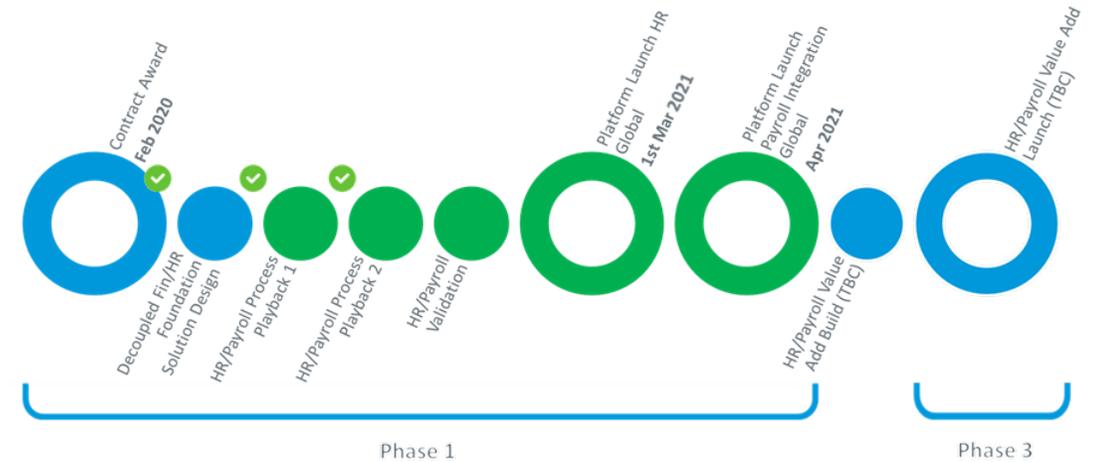
Enabling the University to move towards industry standard processes which improve how we work:

- Reduction of silo activities and work practices
- Removal of unnecessary data transfer between discrete systems
- Progressive reduction of manual effort towards the 5 year target of a significantly improved service experience for staff, students and suppliers

Supporting Our Organisational Strategy

- Income Scale and Growth - Greater than £350M per annum by 2025
 - **Enable:** Progressively more robust (and easy to use at the point of use) financial protocols which bring simplicity and accuracy of income reporting will enable budget holders and strategy developers to analyse financial information more critically so that we can collectively shift toward data driven decision making.
- Operating Surplus - Greater than 4% per annum by 2025
 - **Enable:** Our collective capability to view spend against income and staffing against requirements will materially impact our ability to set and achieve a target surplus. Effective reporting in month, to course level, with extended metrics for qualitative performance begins with the accuracy of our baseline transactional data.

Overall Go Live	Budget	Benefits
On Target	Within Tolerance	Stable



- Court Effectiveness Review – Court Plan
- Senate Effectiveness Review - Streamline governance and processes to drive efficiency and effectiveness
- New UE structures; Executive, Global Operations Executive
- New Annual planning process
- Introduction of small systems developments for effectiveness/ efficiency: e.g. Risk management; Board software
- Maintaining some of the changes accelerated by COVID

- Bicentennial celebrations to create a springboard for engagement, advocacy – staff, students, partners, stakeholders
- Bicentennial ‘marque’ utilised across all channels and audiences
- Calendar of engagement and events framed around ‘Launch, Engage, Impact, Future
- Pivotal moments – Global Watt Day, Global Gathering, COP26, EXPO 2020
- Align with launch of Bicentennial campaign
- Focus on our History, our Impact and our Future aligned to Strategy 2025
- Opportunity to reenergise and celebrate post-COVID



Introduction of new robust Annual Planning Process 2.0 will develop and form SMART KPIs.



These KPIs will form an iterative and agile approach to delivering on the SPIs



Monitoring and development will be a key function of the KPIs and will help inform annual priorities.

In delivering the strategic priorities agreed with Court for academic year 2020/21, we will be focussing discussion in the breakout session on:

1. Developing a performance culture underpinned by a data-rich set of indicators
2. Ensuring that our priorities reinforce the distinctive, sector-leading and pioneering character of our university
3. Considering how our priorities engage with our risk appetite over the medium term

Each breakout discussion will use the discussion time to prepare comments on:

1. Two of the priorities identified by our Theme Leaders
2. Progress through OPIs and our end targets in the SPIs,
 - That these remain appropriate
 - Reflections on rate of progress
3. Ways in which we can connect our risk appetite framework to our strategic decision making in a timely and meaningful way