

## Mid-point strategy review update

### Issue

1. This paper provides an update to the board on the executive team's work following the board's mid-point strategy review at the September offsite. Specifically, it presents a list of 'success criteria' based on the board and others' reflections.

### Recommendations

2. The board is invited to comment on the identified 'success criteria'.

### Further information

3. Available from Nicola Dandridge.

## Background

4. At its away day in September, the board reviewed progress against the three-year strategic plan (2018-21), reflecting on what had been successful and less successful over the first 18 months, as well as what they wanted to see happen over the next 18 months. The board's conclusions were then analysed by the directors and discussed with staff. This led to the directors developing a set of outcomes and outputs that they wish to achieve by April 2021, marking the end of this three-year strategy.

## Success criteria

5. The set of outcomes mentioned above are referred to as our 'success criteria' for April 2021. They are series of statements that articulate what we want to have achieved by the end of the strategic period. These statements don't replace or duplicate our key performance measures (KPMs). Instead they represent the largely operational progress we need to have made by April 2021 in order to make strategic progress against our objectives and KPMs.
6. We will be working towards achieving these success criteria for the remainder of this year, as well as ensuring that the business plan for 2020/21 is structured to reflect these success factors. The timeline for developing this plan is included in Annex A.
7. This paper summarises the success criteria identified and provides some context for how they were reached. These outcomes will shape the OfS's activities over the next 18 months and are shared with the board to invite any further comments or reflections. Taken together, they should give a sense of the direction of travel and priorities for the organisation over this period.
8. The criteria were specified using the board's views – shared at the September away day – as a starting point. These views fell into a number of categories, covering the set-up of the OfS (categories 1 and 2); specific policy areas where we will be able to demonstrate that we have had a positive impact on students by April 2021 (category 3); being on track to deliver our longer term aims (category 4); and having successfully communicated – internally and externally – a clear regulatory identity (category 5). In translating these views into statements of success, the directors first considered the KPMs that have been specified, and how far along our trajectories we will need to be in April 2021 in order to meet our targets on access and participation.
9. The board's conclusions from the mid-point review also covered areas that do not yet have a key performance measure specified or will not neatly be captured by the measures at all. In these cases, the directors sought to define success in terms of establishing systems which will provide a strong foundation for achieving our objectives and making progress against our KPMs in the future. These criteria, though often operationally focused and introspective, reflect the current stage of the OfS's lifecycle – the second half of a three-year set-up period.
10. Finally, the directors also considered the need to continue to demonstrate the value of the OfS's regulation to students, citizens and providers in the short term, as well as establishing a basis for success in the future. To this end, the success criteria also cover those issues in our business plan where we anticipate that our interventions can make a meaningful and demonstrable difference to the lives of students by the end of our initial strategy.

11. The board are invited to comment on these success criteria for the period leading up to April 2021 and to advise whether they properly reflect its views expressed at the September away day. They are attached in Annex B.
12. In commenting on the criteria, the board should note the resource implications they represent. While these statements do not capture the totality of what the OfS will do during the period, they do represent the priorities for the next 18 months, and focusing on them will by and large preclude taking on new policy agendas for the period. If there are areas of work which the board feels are missing from this list, then we will need to remove other success criteria to compensate.

### **Paper publication date**

13. This paper will be published as soon as possible after the board meeting, and once the pre-election period comes to an end, with any relevant sections and annexes redacted as appropriate.

## Annex A: Timeline for developing the 20-21 business plan, and the next strategic plan

### Business plan 20-21

December 2019	Produce first draft of 20-21 business plan, using existing activity from the current plan as a starting point.
January to March 2020	Revise 20-21 business plan to reflect changing priorities and resource needs.
April 2020	Publish 20-21 business plan.

### Next strategic plan

Summer 2020	Stakeholder engagement, including students, OfS staff, providers and employers.
September 2020	Board offsite review of inputs
Autumn 2020	Write final strategy
April 2021	Publish next strategic plan