



# In Brief

## Strategic Update

### Our vision:

"By pioneering exceptional industry partnerships we will lead the way in real world experiences preparing students for life."

### Our mission:

Transforming lives. Stimulating discovery.  
Realising potential.

### Our values:

- 1** We act with **HONESTY, INTEGRITY** and **RESPECT**
- 2** We are **PROUD** of who we are and we **ENJOY** what we do
- 3** We are committed to **QUALITY** and where we fall short we work hard to make things right
- 4** We embrace **DIFFERENCE** and dare to be different
- 5** We are **FRIENDLY** and **WELCOMING**, creating an environment where people feel safe to work, study and grow together
- 6** We are individually **ACCOUNTABLE** for what we do and collectively **RESPONSIBLE** for our University's success.

# In Brief

## Strategic Update



### Highlights

- Vision and strategy update – industry collaboration zones
- Student recruitment update
- National Student Survey results and next steps
- Revised business case for Enabling the Student Journey
- Colleague engagement: our new Organisational Development strategy
- Corporate Risk Review
- Financial Regulations updated



### Your strategic update

**In Brief** is the University's new core brief and replaces the strategic update, Talk Time. It provides you with a summary of high-level, key messages to support you with your face to face communication.

In Brief is issued by the Internal Communications (IC) team to all University Management Team (UMT) members following the monthly UMT meetings, so that it can be briefed out face to face to your direct reports and then cascaded throughout your areas.

Please include any updates, information, success stories from your relevant schools and professional services areas. There is a section on page 7 that enables you to add your content if you wish and a section to capture feedback.

Please summarise where appropriate and deliver in a way you are most comfortable with. In Brief should not be presented verbatim.

Please use the briefing session as an opportunity to invite questions and feedback as well as an opportunity to network.

In Brief is issued by the IC team who welcome any feedback:  
[Internalcomms-uos@salford.ac.uk](mailto:Internalcomms-uos@salford.ac.uk)



## Core brief

### Vision and strategy – planning for the future

#### Industry Collaboration Zones to go to Council for approval

- A paper on the University's strategic priorities, which is scheduled to go to Council on 25 September, was discussed by the University Management Team (UMT) at its first meeting in the new academic year on 7 September, 2015.
- To bring our vision alive, we will look to create four geographically defined zones to act as a physical and virtual focus for collaboration within the University and with external business.
- The four industry collaboration zones (ICZs) we are looking at are **Engineering and Environments, Digital and Creative, Health and Wellbeing and Sport.**
- The creation of ICZs will be a highly significant strategic change for us, designed to secure distinctiveness and long-term competitive advantage.
- The zones – which are our strategic priorities – will be underpinned by three strategic enablers: equipping employees for co-creation; 21<sup>st</sup> century standard infrastructure and creating a network of exceptional partnerships.
- When agreed, these proposals will be used for further strategic planning and the development of the academic sub strategies and the key functional strategies. After Christmas, the focus will shift to operational planning for 2016/17: the first full year of delivery of the new vision.

#### What is an industry collaboration zone?

There is no blueprint for a zone and the creative thinking and collaboration around this is only just starting. But so far the concept has been defined as follows:

- When fully established, zones will be a fusion of students, employees and industry.
- The reception area for each zone will help people navigate the zone; teaching and demonstration facilities for performance and workshops will all be within easy walking distance and conferencing and meeting spaces will have the latest technology.
- Comfortable and stimulating surroundings will attract people to the zone as will frequent talks and seminars by leading figures from industry, academe and policy makers.



- Flexibly designed space will accommodate practical work on “live briefs” and other sector-specific work on client based issues, with real time broadcasts to internationally based affiliates.
- The zones will be visited frequently by politicians and other decision makers who want to see and understand how HE and industry can work together.

## Operating Plan 2015/16 – our performance

### Academic Growth and Diversification

- **Student recruitment update**

A report outlining the current position on clearing and student recruitment was presented by Marketing. UG/Home recruitment figures show continued improvement and marketing are currently making around 30 new offers per day.

Whilst the position remains a little fluid we expect to broadly hit our UG/Home targets; although we no longer expect the stretch targets to be fully met. The main recruitment concerns continue to be around international where we will not hit our targets.

There is a small window of opportunity to increase recruitment above the planned recruitment levels for January 2016 with some additional campaign activity. Our International Office is working with the Schools on this. Work is being carried out by Finance on the budget implications.

### Academic Improvement (Education and Student Experience)

- **National Student Survey results and next steps**

A report providing the UMT with a summary of the National Student Survey (NSS) was presented which included an overview of the verbatim comments from students.

As you know, we have improved by five per cent on 2014 NSS results, with an overall satisfaction score of 83 per cent – the second highest percentage point increase across the sector.

The results reflect the huge efforts made by you to improve the experience of our students. All of our Schools have either maintained or exceeded 2014 NSS performance. However, organisation and management remains the area of most negative feedback with timetabling a major issue.

All major business units will consider the NSS results and the verbatim comments and an action log will then be drawn up and monitored periodically through the UMT. Work with the green and red teams continues as does work on optimising our return for the NSS 2016.



- **Revised business case for Enabling the Student Journey**

The Enabling the Student Journey (ESJ) programme has been undergoing a detailed reassessment of the business case. A revised, full business case and programme plan has now been approved by the Vice-Chancellor's Executive Team (VCET) and was presented to the UMT.

Our current student information system – Banner – does not provide the appropriate technology platform or functionality for us to grow our student numbers or support the student experience.

The ESJ original programme was approved last summer but it soon became clear that the programme was significantly more complex than was first realised and it had also broadened in scope. The ESJ board decided to review this and it was put on hold pending a revised business case.

The new business case is a four-phased approach; allowing the team to create a new infrastructure whilst upgrading and cleansing the old.

**Phase one** will ensure that data is in as good a state as possible and that we adopt a best practice approach to system utilisation via a significant process improvement initiative.

The significant benefits of the replacement of the different CRM systems – including Ascent One - with a single system which will be “best in class” and capable of being implemented in 12 months were outlined.

**Phase two** will deliver a technical upgrade of Banner to the latest version. In order to achieve the full benefits in the original business case there will need to be a further two phases to migrate to a “clean” Banner system and to implement new tools and modules.

## **Institutional Sustainability**

- **Colleague engagement: our new Organisational Development strategy**

A paper on our new Organisational Development (OD) strategy and priorities for 2015/16 was presented to the UMT.

This will support the delivery of our strategic plan through strong colleague engagement.

The key enablers of colleague engagement are:

- Visible, empowering leadership that provides a strong **strategic narrative** about the organisation; where it has come from and where it is going
- **Engaging managers** who focus their people and give them scope, treat their people as individuals and coach and stretch them
- A **colleague voice** throughout the organisation for reinforcing and challenging views; colleagues are seen as central to delivering change and improvements



- Organisational **integrity and trust** where values are embedded into the culture and reflected in day to day behaviours.

There will be a focus on measuring the levels of engagement this autumn with an entry in the *Best Companies Accreditation* and the “*Sunday Times Best Companies to Work for*” list.

Best Companies are the workplace engagement specialists dedicated to helping organisations transform through measurement, recognition and improvement of colleague engagement. This will replace the previous Staff Experience Survey scheduled for summer 2016.

Priorities for 2015/16 also include the creation of a leadership framework that defines what “great” looks like, developing leadership effectiveness to ensure a high performance culture and developing capability. Improved industrial relations will be looked at through a review of the current partnership meetings structure and representation.

- **Corporate Risk Review**

The UMT reviewed the current top 10 risks facing the University and keeps under review the integrity and effectiveness of the University’s risk management framework, alerting Council to any emerging issues. A major risk is what might happen as a result of the Comprehensive Spending Review as well as the impact of related Government initiatives such as the Teaching Excellence Framework.

- **Financial Regulations updated**

The Financial Regulations and Delegated Authority are reviewed on a regular basis to update structural, legislative and governance changes.

There have been some amendments to reflect the changes in senior structure, procurement regulations and an introduction to overseas regulations.

Compliance with the Financial Regulations is compulsory for all employees of the University and its subsidiary undertakings. Employees who fail to comply may be subject to disciplinary action.

The University’s financial procedures set out in more detail how these Regulations will be implemented and are contained in documentation and guidance notes available on the Finance website:  
[http://intranet.salford.ac.uk/finance/cms/pages/finance\\_doc](http://intranet.salford.ac.uk/finance/cms/pages/finance_doc)

- The next UMT meeting will be held on 5 October, 2015 and the October issue of In Brief will be circulated soon after that.





## Local brief

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## Questions and feedback

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