



Queen Mary University Strategy KPIs

Outcome requested:	ARC is asked to note the approach being taken to develop the Queen Mary 2030 KPIs and associated performance reporting.
Executive Summary:	<p>The Committee asked for assurance on the University's capability to report on KPIs in preparation for the launch of the Queen Mary 2030 Strategy. This paper:</p> <p>[a] sets out the principles that have guided the development of new institutional KPIs;</p> <p>[b] shows how the KPIs will be monitored in real time throughout the year and how performance will be reported to Council.</p>
Alignment with:	The KPIs are aligned with the Queen Mary 2030 strategy.
<ul style="list-style-type: none"> • QMUL Strategy • Internal Policies/Regulations • External Statutory Requirements 	
Consideration of Strategic Risks:	Some of the detailed measures that underpin the KPIs are in the process of being defined and work will be undertaken to ensure that all the data are fit for purpose.
Subject to Prior and Onward Consideration by:	A provisional list of KPIs was discussed by Council in December. Final proposals will be presented to Council for approval on 28 March 2019.
Confidentiality and Distribution:	Not confidential.
Equality Impact Assessment:	2 of the KPIs relate specifically to the University's EDI aspirations. Where possible the other KPIs are reportable by diversity characteristics.
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Date:	7 March 2019
QMSE Sponsor(s):	Jonathan Morgan, Registrar and Secretary

1. Principles and Process for Developing the Queen Mary 2030 KPIs

Objective: To provide Council and QMSE with high level KPIs that enable them to understand performance in relation to the objectives set out in the Queen Mary 2030 Strategy.

Principles:

- There should be **fewer** KPIs than in the current strategy.
- Where possible the KPIs should be **based on outcomes/performance**. Inputs and lead indicators should be provided, but as context not as KPIs themselves.
- They **should be as current** as possible (which means being based on internal datasets rather than HESA or league table data sources).
- They should be closely **linked to the strategic priorities** (Education and Research) and the key enablers (People, Infrastructure and Financial Sustainability).
- The KPIs should be **considered at appropriate times in the year** (e.g. recruitment from Feb – September, NSS in September, Progression in November, grant applications year round) instead of, or in addition to, an annual stock take
- The KPIs should be reportable at **programme, Faculty, School and university level** and should be used to inform internal discussions about performance as well as reporting to QMSE and Council.

Process for developing KPIs:

- Planning team to develop draft KPIs working with relevant colleagues – November 2018.
- Council to consider principles and draft of proposed measures – December 2018.
- Further work to establish and compile the measures – January 2019.
- QMSE sign off on proposed KPIs – February 2019.
- Council sign off of proposed KPIs (with Strategy) – March 2019.
- For new KPIs some further work may be required on the underlying data and definitions in order to develop robust and actionable measures.
- Aim to have full suite of KPIs in place in by December.

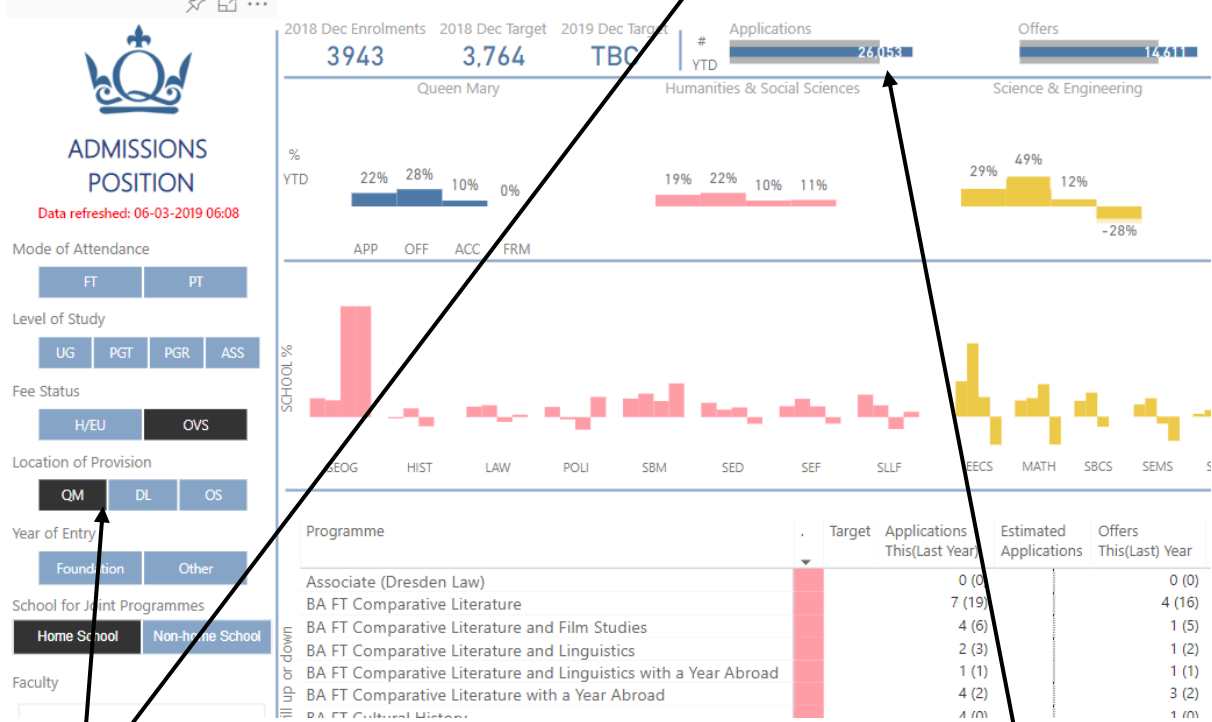
2. Example of a new KPI and Related Performance Monitoring

The university is in the process of implementing software that will enable us to radically improve performance monitoring in real time. The software allows us to automate the extraction, transformation and visual presentation of data from our corporate systems giving colleagues real-time information. The example below shows a newly-created dashboard of admissions data which is refreshed daily and gives an overview of applications, offers and acceptances at university, Faculty, School and programme level. As far as possible, equivalent dashboard reports will be produced for each of the institutional KPIs.

Screenshot 1: Section of the QM2030 KPI dashboard including data on student recruitment that enables us to achieve the 2030 Strategic Objectives

Queen Mary University of London			Queen Mary 2030 Key Performance Indicators					
Objective	Proposed Measure	Accountable	Baseline	(year relates to when)				
			17/18	18/19	19/20	20/21	21/22	
People	1. Greater student satisfaction	NSS overall satisfaction	Faculty VPs & VP (Education)	81				
	2. Improving staff engagement	Engagement measure tbd	Faculty VPs & PS Leads	NA				
	3. Increasing staff diversity	BME measure tbd	Faculty VPs & PS Leads	tbd				
	4. Reduce student attainment gap	BME/white value added measure	Faculty VPs & VP (Education)	-0.08				
	5. Increase Alumni Engagement	Gender value added measure	Faculty VPs & VP (Education)	-0.04				
Recruitment	6. Recruitment that enables us to achieve the 2030 Strategic Objectives	Home - London Based	VP Policy and SP	9,776				
		International - London Based	Faculty VPs & VP (Education)	5,874 (5,711)	6,018 (5,948)			
		Distance Learning	Faculty VPs & VP (International)	3,858 (3,181)	3,943 (3,764)			
Education	7. Improved Progression	Students Not Eligible to Progress (NETP)	Faculty VPs & VP (International)	469 (367)	386 (484)			
	8. Improved Career Outcomes	% of Graduates in Highly Skilled Jobs	Faculty VPs & VP (International)	1,299 (1,288)	1,253 (1,344)			
Research	9. Increased Research Volume	£000s per FTE	VP (Education)	12.4%	11.2%			
	10. Research Quality	£000s per FTE	VP (Education)	77%	NA			

Screenshot 2: Section of the new admissions dashboards



The dashboard is filtered to show the targets and actuals from last year. Performance this year is shown (and the target will be added once the budgets have been agreed). Performance against this target is shown at university, Faculty, School and programme level. The data in the dashboard are refreshed daily.