UCQ
UNIVERSITY
CENTRE QUAYSIDE

Strategic Plan
2018 - 2025

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Our Introduction

The purpose of the Strategic Plan

Our Strategic Plan has been developed collectively, inclusively and democratically, involving the whole organisation. We share the commitment to our Strategic Plan and in delivering against it.

Ambitions, vision and mission

Ambitions

Our ambitions are to:
Have a safe and supportive community of staff and students, making a difference to every individual and organisation with whom we work.

- Value social responsibility, having high standards of personal accountability and behaviour, in line with our core values.
- Expand our multi-disciplinary team of academic, vocational and commercial specialists to meet the needs of internal and external stakeholders.
- Celebrate diversity and provide an inclusive and progressive learning and working environment.

Vision

Our vision is to be a leading provider of further and higher education in England.

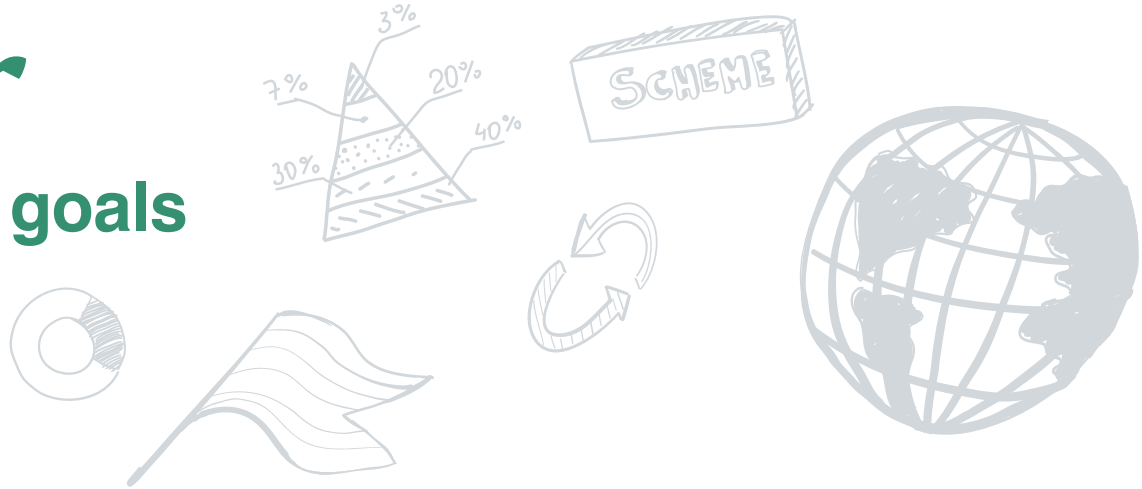
Mission

Our mission is to enable all students, staff and organisations with whom we work, to achieve their potential.

Monitoring progress, reviewing and refining the plan

We monitor and report on progress annually. We anticipate that our core values will remain constant, that our long term goals will be refined, and that our targets will be modified depending on environmental conditions and changes.

Our
Strategic goals



In order to achieve our vision, we have identified five strategic goals:

1. Excellence in teaching, learning and assessment
2. Excellence in partnership and community engagement.
3. Sustainable financial independence
4. Achieve full university title and be regarded as a leading provider of work-based higher education in England.
5. Be recognised as an excellent place to work.

1 Strategic goal

Excellence in teaching, learning and assessment

Aim

- To support and inspire students to a successful outcome, through gaining new knowledge, skills and behaviours.

Objectives

To meet our goal we will:

- Maintain a safe and supportive environment where excellence in teaching, learning and assessment is expected and valued.
- Develop flexible, contextualized programmes relevant to the students, employers and external stakeholders.
- Ensure an individualized, flexible learning journey.
- Achieve the highest possible quality standards.
- Exceed national benchmarks for learner outcomes.
- High satisfaction ratings.

We will achieve our objectives by ensuring:

- Robust safeguarding polices, procedures and practices.
- Effective OTLA policies, procedures and practices to drive excellence in TLA.
- Investment in physical and virtual resources to enhance the student experience.
- An effective and immersive online learning community.
- Staff embrace new technologies to enhance and support the learning experience.
- Effective planning, monitoring, reviewing and tracking of individual student progress and outcomes.
- Achievement rates for both AEB and apprenticeship provision are above national benchmarks.
- Year on year increase in student satisfaction.
- An Ofsted grade of ‘outstanding’.
- A HE quality review of ‘full confidence’.

2 Strategic goal

Excellence in partnership and community engagement.

Aim

- To further develop and maintain strong, collaborative and effective stakeholder relationships.

Objectives

- To meet our goal we will:
- Have effective engagement strategies.
- Be responsive and flexible in meeting the needs of stakeholders.
- Maximise our reputation as a leading provider of further and higher education in England.
- Support the widening of participation and social inclusion in education.
- High satisfaction ratings.
- Strategies

We will achieve our objectives by ensuring:

- An effective employer engagement and relationship strategy.
- Effective and collaborative partnerships with:
- Universities
- Prime contractors / Colleges
- Training providers
- Awarding organisations
- Funding bodies
- Governmental bodies
- Local Enterprise Partnerships
- Quality and regulatory bodies
- Community and voluntary sector
- Communities of practice
- We are open to, and actively encourage engagement with non-traditional and under-represented groups and locales.
- Year on year increase in employer and stakeholder satisfaction ratings.

3 Strategic goal

Sustainable financial independence

Aim

To improve the strength of our financial wellbeing so that we can achieve our strategic goals.

Objectives

- To meet our goal we will:
- Ensure financial resilience and tenacity.
- Provide value in our provision
- Deliver against our long terms plan whilst staying independently viable in the short and medium term.

Strategies

We will achieve our objectives by ensuring:

- Income and expenditure is planned and monitored effectively
- Achievement of cost/income ratio
- Achievement of staffing cost/ income ratio
- We retain our liquidity ratio
- We maintain a low risk credit status.
- Low error rating on both internal and external audits.
- Timely submission of accounts
- We maintain a healthy cash balance
- Timely and effective fulfillment of funding contracts to enable growth opportunities
- We proactively seek and secure new funding opportunities.
- A high return on shareholders' funds to support re-investment in the curriculum
- Conduct our financial affairs in a timely manner with integrity and honesty

4 Strategic goal

Achieve full university title and be regarded as a leading provider of work-based higher education in England.

Aim

To be recognised by the Office for Students as a private university.

Objectives

- To meet our goal we will:
- Maintain good working relationships with the OU.
- Continue to deliver high quality provision.
- Achieve Office for Students registration
- Achieve the highest possible quality standards
- Achieve new DAPs and indefinite DAPs
- Achieve University Title
- To provide innovative approaches to programme design and execution, supported by increased activity with the wider academic and scholarly communities.
- High satisfaction ratings
- Continue to sponsor Essential workskills provision.

Strategies

We will achieve our objectives by ensuring:

- Maintain OU validation.
- Systems, processes, policies and practices meet the robust requirements of the designated quality body.
- High engagement, retention and achievement of students.
- We meet all requirements for Office for Students registration
- A HE quality review of 'full confidence'
- Complete all requirements of new DAPs application process for successful award.
- Deliver high quality provision under new DAPs for 3 years.
- Successful completion of new DAP audit resulting in full indefinite DAP status.
- We meet all requirements to allow the awarding of 'university' title.
- Contribute to the community of practice including research and publishing activity.
- Year on year increase in student and stakeholder satisfaction.
- The continuation of Essential Workskills Provision to meet the needs of the wider local community.

5 Strategic goal

Be recognised as an excellent place to work.

Aim

Develop conscientious, flexible and highly skilled staff who are proud of where they work, and show commitment to students colleagues and stakeholders.

Objectives

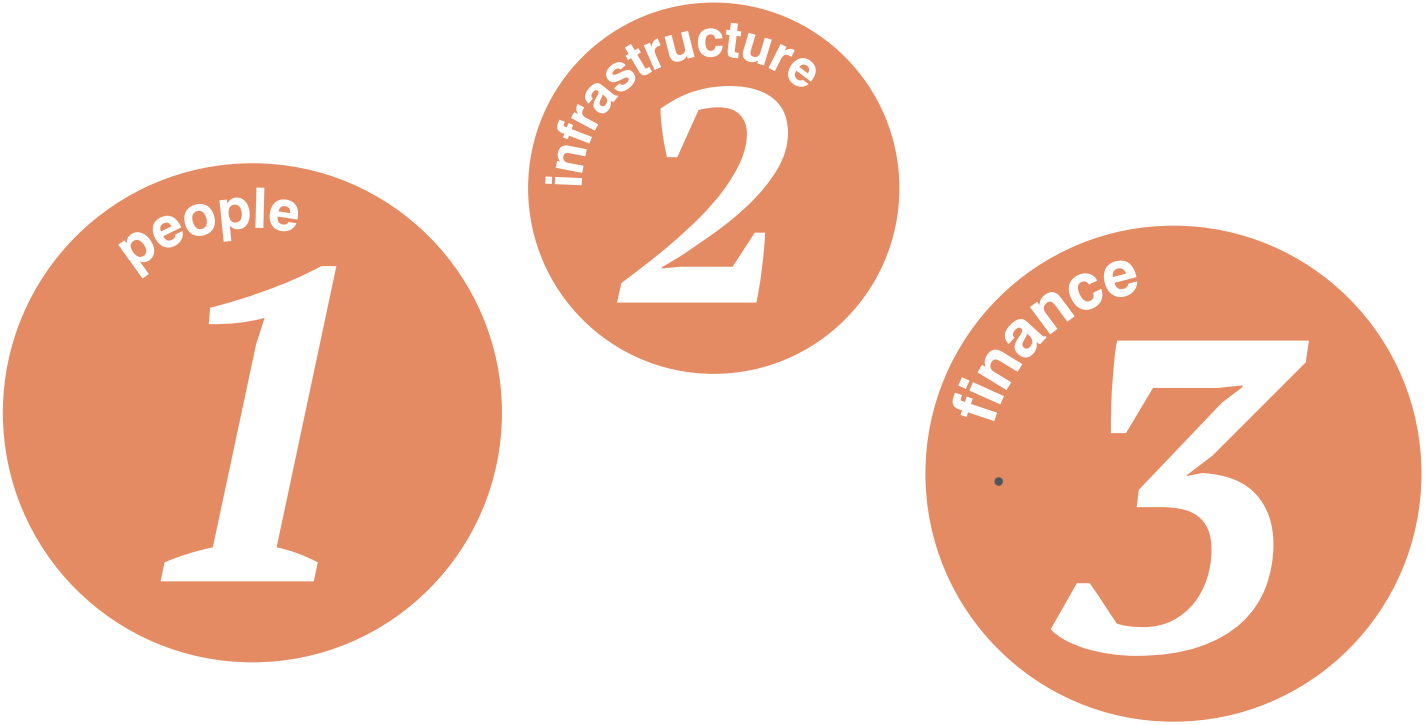
- To meet our goal we will:
- Maintain a safe and supportive environment and culture where excellence is expected, recognised and rewarded.
- Promote equality and diversity throughout the organisation.
- Invest in the development of our workforce.
- Actively seek, attract and retain new talent.
- Promote work/life balance and health and wellbeing.
- Achieve high satisfaction ratings.
- Strategies

We will achieve our objectives by ensuring:

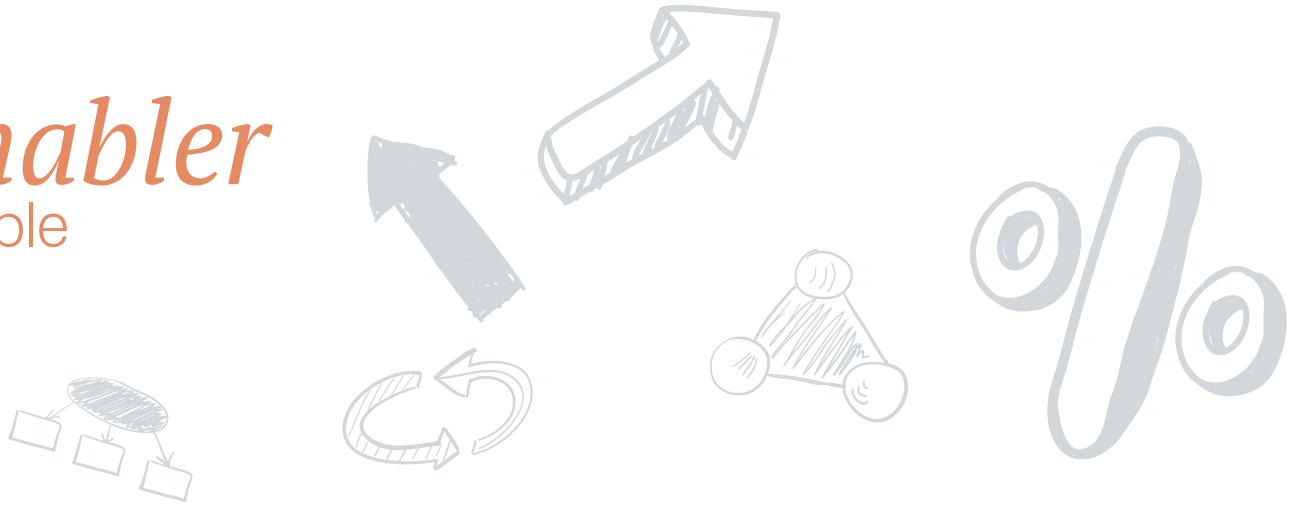
- Appropriate policies, procedures and practices are in embedded throughout the organisation.
- Achievement of Investors in People gold.
- Achievement of Better Health at Work award
- A robust and supportive CPD programme.
- Use a range of methods for recruitment and selection to seek and attract appropriate staff.
- Actively promoting balanced working practices allowing a flexible approach where appropriate.
- A culture of physical and mental wellbeing.
- Year on year increase in staff satisfaction.

Our Enablers

Executing the plan requires three key enablers:



Enabler
People



Aim

- To help our staff to achieve their full potential, through being valued, supported and developed, making UCQ an excellent place to work.
- To meet our aim we have set the following objectives:
- Attract, reward and retain the best talent.
- Support the development of knowledge, behaviours and skills of all staff.
- Be inclusive and supportive in our approach to staffing, underpinned by the equality and diversity, safeguarding, health and safety.
- Promote work-life balance, health and wellbeing, dignity and respect.

We will achieve our objectives by:

Investing in the development of our workforce.

Ensuring our work environment is safe and accessible.

Supporting staff fellowships, memberships and relationships with the community of practice.

Rewarding staff excellence.

Motivating our people by listening to their suggestions and being inclusive in our strategy development, deployment and review.

Promoting the attractiveness of working for UCQ.

Enabler
Infrastructure

Aim

- To provide a safe, secure, effective, innovative and stimulating learning and working environment.
- To meet our aim we have set the following objectives:
- Ensure we optimize our use of space.
- Build excellent physical facilities and a leading on-line learning community for all students.
- Maintain a dynamic approach to providing facilities appropriate to all stakeholder needs.

We will achieve our objectives by:

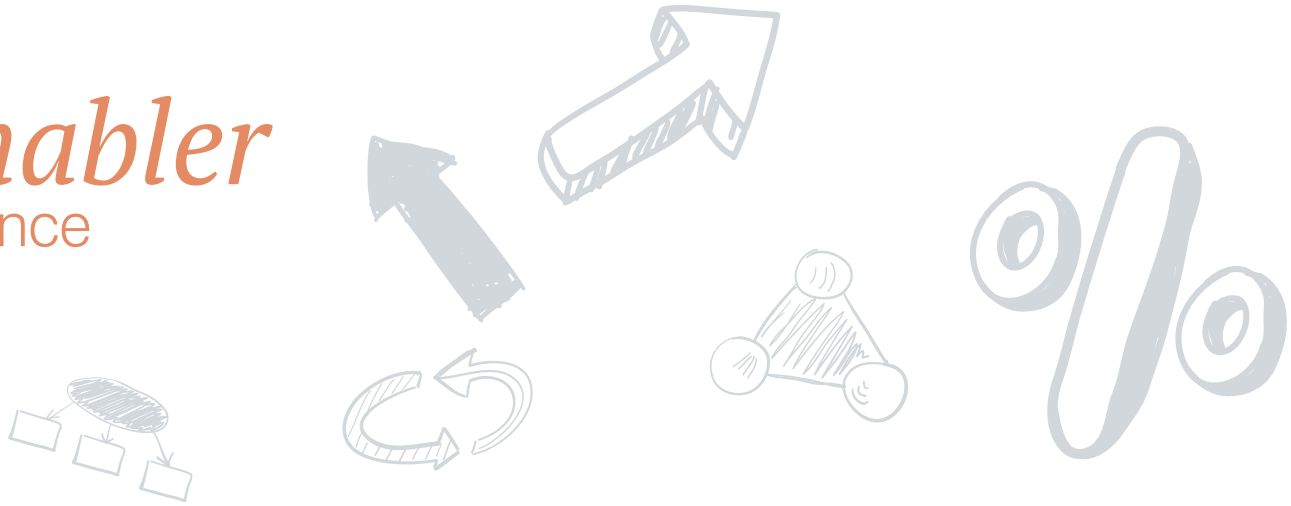
Systematically acquiring, developing, enhancing and sharing our physical and virtual information resources.

Ensuring access to partner based facilities for delivery, study and library access.

Further develop our flexible, multi-functional learning environment.

Providing infrastructure that takes account of social responsibility and environmental sustainability.

Enabler
Finance



Aim

To improve the strength of our financial wellbeing so that we can achieve our strategic goals.

To meet our aim we have set the following objectives:

- Be resilient and tenacious.
- Deliver against our long term plan, whilst staying viable in the short and medium terms.
- Provide value in our provision.
- Govern and manage all that we do.
- Strategies

We will achieve our objectives by:

- Managing our financial resources diligently.
- Maintaining an effective risk and continuity framework.
- Being sustainable.
- Enhancing our decision making and accountability.
- Reviewing and updating our financial planning.
- Forecasting to support decision making.

UCQ
UNIVERSITY
CENTRE QUAYSIDE

Newcastle
i-4 Albion Row,
Newcastle upon Tyne,
NE6 1LL
newcastle@ucq.ac.uk
0191 275 5015

Manchester
111 Piccadilly,
Ducie Street, Manchester,
M1 2HY
manchester@ucq.ac.uk
0161 638 0990

Birmingham
Cornwall Buildings,
45 Newhall Street,
Birmingham, B3 3QR
birmingham@ucq.ac.uk
0121 222 4299

Leeds
Platform,
New Station Street, Leeds,
LS1 4JB
leeds@ucq.ac.uk
0113 426 6660

Liverpool
The Plaza, Old Hall Street,
Liverpool,
L3 9QJ
liverpool@ucq.ac.uk
0151 600 5000

London
88 Kingsway, Holborn,
London,
WC2B 6SR
london@ucq.ac.uk
020 7841 2717