University Planning

Planning for 2020 onwards

The Planning Framework

Focus on key strategic themes and challenges for the next 3 years. Clarity on level of ambition.

Addresses financial and operational challenges, with significant re-shaping of budget planning and management to sharpen focus on cost and efficiency

Evolution from last year; more focussed and specific

Shaped around key thematic areas and capitalising on new structures in place.

Delivery via coordinated plans across both academic and professional areas. Not all plans will address all elements of the strategic steer

Under the two DVCs plans at this level will be focussed on the leadership and management of people and on overall budget planning and management

Plans for College, Research Institutes, and Professional services will be focussed on delivery of key institutional strategic priorities.

University Planning Framework

Strategic planning steer

Academic
DVC Academic

Professional Services
DVC Strategy and Ops

| HWLS | SSA | BTE | Research Institutes |

Professional Services

Strategic Framing

Focussed on overall resource planning, leadership and management of budgets and people

Underpinned by coordinated plans focussed on strategic and delivery themes in the planning steer

Operational plans to support management and delivery within individual academic departments and directorates.

Strategic Planning Steer: Overview

Strategic themes

Delivering our **institutional vision** and contributing to our **overall strategic narrative**	Achieving **financial and operational sustainability**	Building **an inclusive culture** and **an engaged and high performing workforce**	Embedding **a distinctive curriculum through the Hallam Model** and developing **a sustainable portfolio of courses**	Contributing to our **civic and place agenda**

Delivery priorities

Student experience, learning and teaching	Research and innovation	Business and enterprise	Global engagement and academic partnerships	Services, infrastructure and operations
• Consistently excellent performance across the whole student lifecycle • An excellent student experience • Innovation in academic practice • Delivering our access and participation targets and a strong TEF performance	• A strong research and innovation culture that delivers excellent REF and KEF performance • Sustainable growth of research and innovation income • Research with economic, social and cultural impact	• Excellent graduate employment outcomes and entrepreneurship • A strategic offer for business with a strong enterprise and employment focus	• Developing the University's global engagement, profile and reach • Strategic regional and national educational partnerships enabling collaboration and progression	• Making the university a smarter, more efficient organisation • Future physical and digital environment

Strategic themes:

There are five strategic themes that we are asking *all business units* to focus on within their plans:

- your business unit's key specific strategic contribution to **delivering our vision**
- your contribution to **financial and operational sustainability**
- how you will build an **inclusive culture** and support an **engaged and high performing workforce**
- how you will embed a distinctive curriculum through the **Hallam Model** and deliver a **sustainable portfolio** of courses
- how you will contribute to our **civic and place agenda**

Strategic Theme	Indicative Milestones, Outcomes and Targets			In developing your business unit plan consider the following:
	Year 1	Year 2	Year 3	
1. Delivering our vision Our vision is to be the world's leading applied University. To achieve this we need to position Hallam as a sector leader that is known for its distinctive applied educational offer, impactful research and success in transforming lives. **Lead: DVC (Strategy and Operations)**	• Increased brand awareness and applications • Delivery of Access and Participation plan targets	• Increased brand awareness and applications • Delivery of Access and Participation plan targets	• Increased brand awareness and applications • Delivery of Access and Participation plan targets • Guardian University of the year	• What is the overall strategic narrative in your business area and what do you want to be known for? • How will your area contribute to Hallam's profile and reputation?
2. Financial and operational sustainability In common with the rest of the HE sector, Hallam faces financial challenges though fixed income and rising costs; to be able to achieve financial sustainability and to continue to invest in the University's development, we will need to achieve significant efficiencies over the next 3 years, doing more with the same (or less) resources and reviewing non-viable operations. **Lead: DVCs and CFPO**	• Meet financial targets	• Meet financial targets	• Meet financial targets	• What in your area are the key opportunities for delivering substantial efficiency? • What activities do you need to review, redesign or remove and how will you achieve this? • How will you deliver increased course and module efficiency, reviewing course structures where appropriate?
3. People and culture To meet our ambitions we need a high performing and engaged workforce with the appropriate skills to support transformational change and meet the University's current and future requirements. We need to build an inclusive culture with common values at the heart of everything we do. **Lead: CPO**	• Improved SES results • Reduction of sickness absence against benchmark • Improved opportunity for staff to progress	• Further improvement in SES results • Further reduction of sickness absence. • Improved opportunity for staff to progress	• improved SES results and decrease in performance management cases • External measures of recognition and improved EDI accreditation levels	• How will you respond to issues arising from the Staff Engagement Survey? • How will you manage and support the performance and development of your staff? What proactive steps will you put in place to support the well-being of your staff? • What plans will you put in place to future-proof your workforce? • How will you foster an inclusive culture? How will you address any underrepresentation in the workforce and contribute to recognised frameworks that promote equality, diversity and inclusion?

Strategic Theme	Indicative Milestones, Outcomes and Targets			In developing your business unit plan consider the following:
	Year 1	Year 2	Year 3	
4. Hallam Model and Portfolio The Hallam Model is our collective commitment to a distinctive applied curriculum. We need to focus on embedding this across all our courses and showcasing what is special about our learning. Alongside the development of a distinctive curriculum model we need to ensure that we can deliver and successfully recruit to a broad and comprehensive portfolio of courses which allows us to meet our educational ambitions and our financial targets. **Lead: DVC (Academic)**	• College HM Implementation plans in place and being delivered • Improved portfolio efficiency • Achieve student number targets	• Improved portfolio efficiency • Achieve student number targets	• All courses fully embed HM principles • Improved portfolio efficiency • Achieve student number targets	• How will you fully embed the Hallam Model principles across all courses? • How will you ensure the sustainable development (academically and financially) of the portfolio? How will you reduce and/or rationalise any areas of the portfolio which are not financially viable or operationally efficient? • How will you contribute to the implementation of an efficient and effective student recruitment strategy?
5. The civic university agenda and place We want to position Hallam as the sector leader in the civic agenda, demonstrating genuine impact in our region through partnership working. To achieve this we need to build on our current strengths positioning the University to be at the forefront of relevant educational, skills and research place-based developments. **Lead: DVC (Strategy and Operations)**	• Successful bid and deliverables for Civic University Network • Civic University Agreement in place	• Sustainable model for Civic University network being delivered.	• Additional regional funding	• What is your current contribution to the civic agenda? How will you further develop this? • How might you assist in embedding our civic mission into the organisational culture? • How will you prepare and be ready to leverage significant and relevant place-based funding opportunities from Government and elsewhere?

Delivery priorities:

There are areas where we will need cross-university plans in order to deliver our ambitions and continually improve performance.

Not all of these priorities will be relevant to all business units. The delivery priorities are:

- Delivering an outstanding learning, teaching and student experience

- Securing further growth and impact from research and innovation

- Embedding business engagement and a strong enterprise offer

- Securing sustainable global engagement and robust academic partnerships

- Developing effective and efficient services, infrastructure and operations

Learning, teaching and student experience

Delivery priority	Indicative Milestones, Outcomes and Targets			In developing your business unit plan consider the following:
	Year 1	Year 2	Year 3	
a. Consistently excellent performance across the whole student lifecycle From foundation year to PhD, we need to ensure that we support all students to succeed, promoting and delivering equity across student groups. We must focus on improving outcomes whilst increasing the financial efficiency and sustainability of our teaching models. **Lead: PVC T&L**	• Improved NSS scores for assessment and feedback • Access & Participation Plan targets met, including degree awarding gap	• Improved NSS scores for assessment and feedback • Access & Participation Plan targets met, including degree awarding gap	• Sector leading NSS scores for assessment and feedback • Access & Participation Plan targets met, including degree awarding gap	• How will you use available data to improve student performance and the student experience? How will you embed the ongoing review of performance metrics? • How will you contribute to the development and implementation of plans for addressing the two university wide challenges of Assessment and Feedback practice; and differential student retention and outcomes? • How will you deliver sustainable teaching models and simplification that supports student achievement and satisfaction?
b. An excellent student experience From pre-entry, through their studies, to graduation and beyond, we want our students to receive an outstanding educational experience. We need to create an environment and a sense of belonging, with mental health, wellbeing and engagement at its heart, which helps students to develop and achieve. **Lead: PVC T&L**	• Sector leading NSS performance	• Sector leading NSS performance • Gold TEF	• Sector leading NSS performance	• How will you improve the student experience across the whole student journey? • How will you contribute to the Healthy Hallam programme? • How will you contribute to the improvement of teaching and learning related systems and processes including: timetabling, lecture capture and Blackboard/VLE developments? • How will you promote and embed a "students as partners" culture to affect positive change?
c. Innovation in academic practice A culture of educational excellence with a strong professional academic community focused on building and sharing best practice will help us to deliver for our students. Through the Hallam Guild we need to create an environment where communities of practice and sharing learning are commonplace, developing an evaluative and encouraging pedagogic developments. **Lead: PVC T&L**			• Sector leadership and profile in teaching quality	• How will you create a culture where new ideas can be nurtured, implemented and evaluated? • How will you contribute to communities of practice and external networks? • How will you contribute to the digital transformation of curricula including opportunities to improve the student experience, student outcomes and reduce demand on resources?

Research and innovation

Delivery priority	Indicative Milestones, Outcomes and Targets			In developing your business unit plan consider the following:
	Year 1	Year 2	Year 3	
a. A strong research and innovation culture To develop a strong research and innovation culture across the University we need to continue to build a consistent R&I structure and profile and promote an open, strong and confident research culture. As part of this we must deliver good results for the university in the REF and KEF and develop a vibrant Doctoral School which enhances the PGR experience and delivers high student satisfaction and successful completion. **Lead: PVC R&I**	• Consistent staff research planning approach in place • Improved PRES Score	• SRR on upward trajectory • Improved PRES Score • Increase in externally funded PGR Nos.	• SRR on upward trajectory • Increase in external R&I income • Sector leading PRES scores • Increase in externally funded PGR Nos. • Reduced subsidy of PGR	• How will you realise the opportunities of the Research Institutes' structures and contribute increased activity and improved performance? • How will you promote research and innovation in the student experience through curriculum design, KE and research engagement? • How will you will optimise our REF and KEF submissions to help achieve excellent results? • How will you ensure that PGR recruitment addresses diversity and financial sustainability?
b. Financially sustainable growth of research and innovation income We need to develop and grow a financially sustainable research and innovation income base, establishing a consistent and appropriate financial model to support this growth. **Lead: PVC R&I**	• Targeted large scale cross-disciplinary bids • Diversification of income sources	• Increase in external • R&I income	• Increase in external • R&I income	• How will you ensure the balance of your research portfolio so that it is focused to deliver strategic priorities and develops in a financially sustainable way? • How you will address any areas which may not be consistent with the delivery of both strategic and financial sustainability? • How will you contribute to strategic bids targeting large scale interdisciplinary and place based projects
c. Research with economic social and cultural impact We need to raise the internal and external profile of our impactful research, showcasing how 'knowledge applied' works in practice. **Lead: PVC R&I**	• Improved performance in KEF Metrics	• Improved performance in KEF Metrics	• Improved performance in KEF Metrics	• How will you maximise economic, social and/or cultural impact from research and innovation activities? • How will you contribute to ensuring that the potential from research and innovation assets such as the Research Institutes and Strategic Research Centres including AWRC and NCEFE are realised?

Business and enterprise

Delivery priority	Indicative Milestones, Outcomes and Targets			In developing your business unit plan consider the following:
	Year 1	Year 2	Year 3	
a. Excellent graduate employment outcomes and entrepreneurship To realise our vision we must be renowned for student learning through real engagement with business and the community and the excellent outcomes this delivers for our graduates. **Lead: PVC BE**	• 900 SW placements • Placement for all UGs • i-Lab phase 2 implemented	• 1000 SW placements	• 1100 SW placements • Top quartile in sector for Graduate Outcomes • 100 businesses created	• How will you deliver excellent graduate outcomes through the delivery of the Hallam Model? • How will you grow placement and work experience opportunities for students at all levels? • How will you increase student and graduate enterprise education and start-ups?
b. A strategic offer for business with a strong enterprise and employment focus We must deliver sustainable growth of high quality Higher and Degree Apprenticeships, continuing to build our capacity, impact and profile as a National Centre for HDAs. We need to diversify and develop further a high quality and financially profitable CPD Portfolio. We need to increase the business innovation support we provide, deliver on the ESIF objectives and leverage financial, research and student opportunities with supported businesses. **Lead: PVC BE**	• 35% HDA growth on 19/20 (est. 869) • Expansion of CPD portfolio • Business case and funding bid for Digital Business Innovation Hub • Implement SHU Top 10/50 plan	• 15% HDA growth (1000) • Improved contribution target from HDAs • Optimised CPD delivery model being implemented • Increase in HEBCIS innovation income	• 15% HDA growth (1150) • Improved contribution target from HDAs • Growth of CPD income to c£10.2m • Increase in HEBCIS income • Increase in the no. of business support interventions • Entrepreneurial university of the year	• How will you develop the HDA product portfolio aligned with regional and national demand which results in growth of HDA income and profitable contribution levels driven through delivery efficiency? • How will you ensure that HDA achievement rates are above national average and aligned to UG provision? • How will you develop the profitable CPD portfolio in line with regional, national and international opportunities and contribute to the SHU leadership offer and narrative? • How will you increase businesses innovation support through programmes such as SIP 2, Digital SIP, Scale up 360 etc? • How will you increase academic consultancy and CPD interventions, supporting growth of commercial income and contribution? • How will you contribute to improved Key Account Management, events, outputs and influence with key employers (in line with agreed university-wide approaches)?

Global engagement and academic partnerships

Delivery priority	Indicative Milestones, Outcomes and Targets			In developing your business unit plan consider the following:
	Year 1	Year 2	Year 3	
a. Global engagement profile and reach In order to be a globally connected and influential university we need to develop partnerships and engagements which will support the university's financial suitability and the internationalisation of our student experience and academic activity. **Lead: PVC GEAP**	• Implementation of GE plan	• Increased income from international activities • All full time UG courses offer at least one overseas study tour. • Review of international content in UG courses completed.	• Income from international activities of £28m • 15% of UG students experiencing an overseas activity. • Recognised externally for the sector leading strategic partnerships	• As part of the refreshed Global Engagement Plan, how will you identify and take opportunities to grow income from international sources and achieve targets for growth? • As part of the Hallam Model, how will you ensure that all UG courses offer global perspectives and opportunities to work on projects with an international dimension? • Aligned to the above, how will you ensure (as part of the Hallam model or otherwise) that all UG courses offer study tours and that participation rates are high? • How will you contribute to the successful delivery of our tier 1 Global Strategic Partnership with La Trobe University?
b. UK educational partnerships and further education We need to take a leading approach to UK academic partnerships and FE provision in the sector, building key regional and national relationships, and developing our provision strategically to enable collaboration and support progression. **Lead: PVC GEAP**	• The Sheffield College Plan being rolled out	• Increase in income from UK partnerships.	• Increase in income from UK partnerships • Income from College CV provision increased to £1.9 million • Recognised externally for the sector leading strategic partnerships.	• How will you contribute to our work on UK education partnerships, including the development of new provision and securing increased in progression? • How will you contribute to the emerging strategic partnership with The Sheffield College, establishing its centrality to the educational health of the city and region? • How will you contribute to the broader development of our FE relationships, including streamlining and ensuring support for FE students transitioning to Hallam?

Services, infrastructure and operations

Delivery priority	Indicative Milestones, Outcomes and Targets			In developing your business unit plan consider the following:
	Year 1	Year 2	Year 3	
a. Efficient and effective services, operations and processes To deliver on our educational ambitions and financial targets we need to exploit new opportunities, innovate in how we work and develop greater cross-university collaboration. We must continue to strive to be a smarter, more efficient organisation – always seeking to make things easier to do. **Lead: DVC (Strategy and Operations)**	• Cycle of service reviews in place to support service development		• Actions taking from first round of service reviews • Improved student and staff satisfaction with services	• How will you contribute to systems and process improvement to help make the university a smarter, more efficient organisation? Are there cultural, capability or behavioural issues that need addressing in your area? • How will you deliver on the 'One University' principle? - evidencing cross-area problem solving and opportunity exploitation; reducing hand-offs and duplication of effort • How you will continue to embed our operating model principles to generate improved user experience and efficiencies?
b. Future physical and digital environment Through the campus plan, technology and data strategies we will create more agile, flexible and efficient physical and digital environment that supports our ambitions whilst also improving long term performance and efficiency and reducing operating costs. The allocations of available resources must be strategically aligned and agreed as one university. **Lead: DVC (Strategy and Operations)**	• Atrium Complete 2nd Quarter 2021 • Phase 1 construction on site 2nd Quarter 2021 • Roadmap in place for VLE incl. Bb contract, and for classroom technologies	• Complete Business School 3rd Quarter 2022 • Complete HUBS 2nd Quarter 2022 • Technology and data strategy milestones being met	• Complete Social Sciences 2nd Quarter 2023 • Complete Owen 4th Quarter 2023 • Technology and data strategy milestones being met	• How will you, in the medium-term identify opportunities for different delivery of teaching, learning, research and knowledge exchange within the future campus spaces and start the lead-in work to the curriculum required to leverage the new spaces? • How will you engage and support the implementation of new policies such as the Work Place and Environmental Policy? • What are the key digital priorities in your area? What likely innovation in teaching and learning and related delivery are emerging and how can these be integrated into the ongoing development of the technology roadmap?