

Annual Planning Cycle

2018-19

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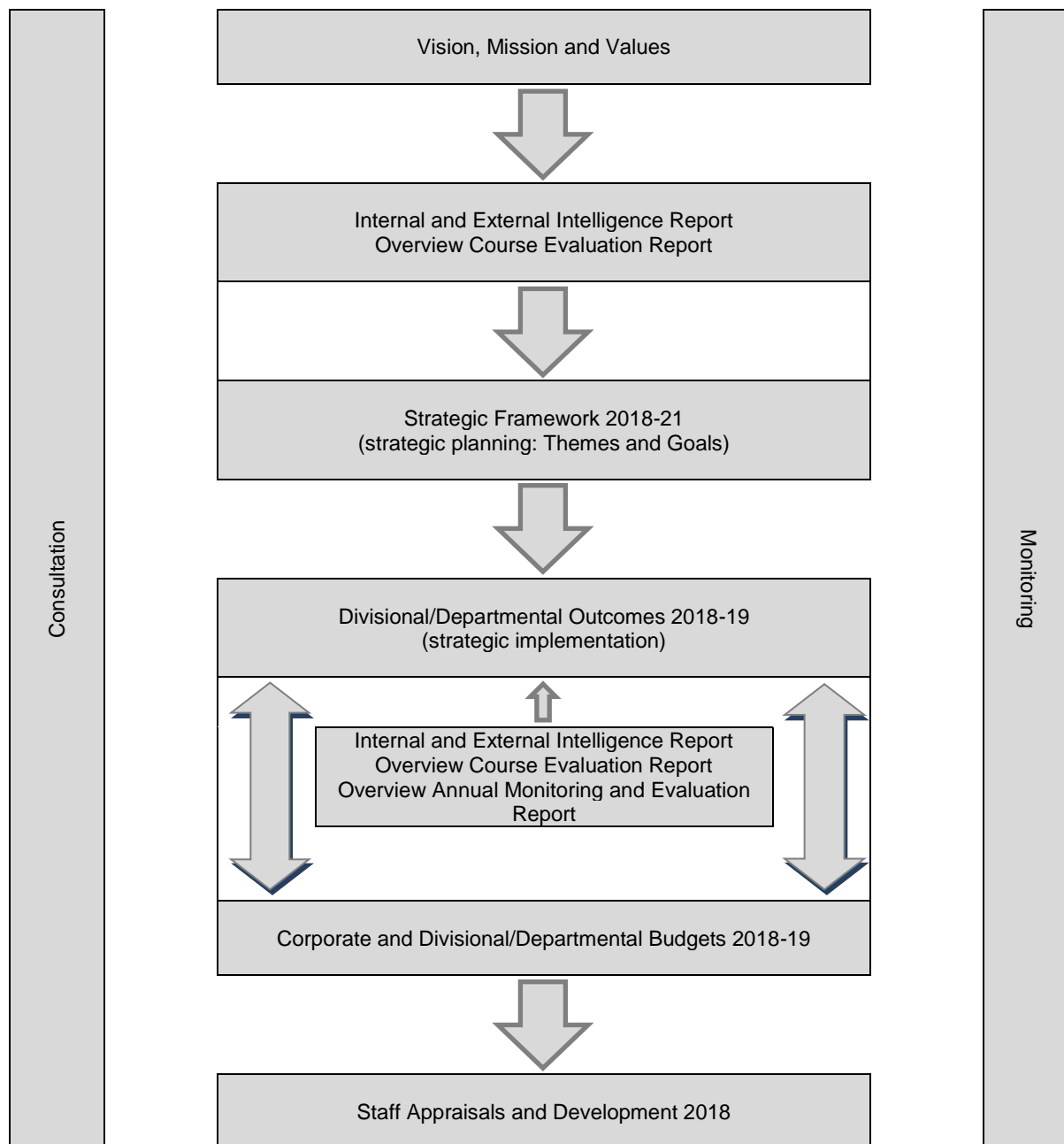
Committee Approval

Committee	Committee Action	Date
SMLT	Recommended approval	5 September 2018
Academic Committee	Approved	19 September 2018
	Date in force	1 October 2018

The Annual Planning Cycle will be reviewed annually by our Senior Management and Leadership Team (SMLT). Any amendments require the approval of our Academic Committee.

1. Introduction to the Annual Planning Cycle

The following diagram illustrates the different components which make up our Annual Planning Cycle:



1.1 Connection between the Annual Planning Cycle and the Annual Monitoring and Evaluation Procedures

The Annual Planning Cycle is connected to our **Annual Monitoring and Evaluation Procedures** and should be read alongside such document. During each academic year, our Annual Monitoring and Evaluation Procedures comprise the following elements (each occurring in the order stated):

- Interim/Initial Course Evaluation (ICE)
- Student Module Evaluation Questionnaire (SMEQ)
- Module Monitoring Report (MMR)
- End-of-year Course Evaluation (ECE)
- External Examiner Report (EER) and External Examiner Response Form (EERF)
- Internal and External Intelligence Report (IEIR)
- Annual Course Evaluation Reports (ACERs)
- Overview ACER
- Annual Monitoring and Evaluation Reports (AMERs)
- Overview AMER

The following stages comprise our Annual Planning Cycle:

- Development of Internal and External Intelligence Report (IEIR)
- Development and approval of Overview Annual Course Evaluation Report (ACER) that is informed by individual course-level ACERs
- Review of current three-year Strategic Framework, and development and approval of new three-year Framework (that is based on Themes and Goals)
- Development of Annual Divisional/Departmental Outcomes (that are based on the Strategic Framework Goals)
- Approval of Corporate and Divisional/Departmental Budgets
- Approval of Annual Divisional/Departmental Outcomes
- Completion of Staff Appraisals and Development
- Development and approval of Overview Annual Monitoring and Evaluation Report (AMER) that is informed by individual course-level AMERs
- Mid-year review of Annual Divisional/Departmental Outcomes and additional budget allocations

1.2 Summary of the Annual Planning Cycle

Our Annual Planning Cycle comprises:

- *Strategic development*
 - **THROUGH** the development of the Strategic Framework that is based on Themes and Goals;
 - which is **INFORMED BY**:
 - our vision, mission and values;
 - Internal and External Intelligence Report (IEIR); and
 - Overview Annual Course Evaluation Report (ACER); and
 - which has a **DURATION** of three years, and is subject to review and re-approval on an annual basis (for a new three-year period).
- Identification of areas of *good practice* which can be built upon and strengthened and *operational activities* which can be enhanced and improved
 - **THROUGH** the Overview ACER;
 - which is **INFORMED BY** the IEIR and the individual ACERs which are completed for each course; and
 - which **COVERS THE RELEVANT PERIOD** up to 31 January.

[NOTE: The Annual Monitoring and Evaluation Reports (AMERs) cover the relevant period up to 30 September and inform a Mid-Year Review (see below)]
- *Implementation* of the Strategic Framework Goals
 - **THROUGH** the development of:
 - Annual Divisional/Departmental Outcomes;
 - Annual Corporate and Divisional/Departmental Budgets (to ensure the necessary financial resources are provided for successful implementation of the Annual Divisional/Departmental Outcomes); and
 - Annual Staff Appraisals and Development (where staff are set individual targets and any staff development needs are identified, to ensure successful implementation of the Annual Divisional/Departmental Outcomes);
 - which are **INFORMED BY**:
 - the IEIR, Overview ACER, and Strategic Framework Goals; and
 - Annual Divisional/Departmental Outcomes (for the Annual Corporate and Divisional/Departmental Budgets, and the Annual Staff Appraisals and Development); and
 - which have a **DURATION** of one year (1 August to 31 July).

- *Mid-Year Review* to ensure implementation of any supplementary Annual Divisional/Departmental Outcomes
 - **THROUGH** a review and amendment of each Annual Divisional/Departmental Outcome;
 - which is **INFORMED BY** the Overview AMER; and
 - which has a **DURATION** of the remainder of the year (1 August to 31 July).

1.3 An integrated and inclusive process

Our Annual Planning Cycle is integrated in the sense that the arrangements for quality monitoring, strategic planning and budget setting are closely inter-linked, with one informing the others.

The joint meeting of our Academic Committee and the Governing Body (the Board of Directors) to consider and approve the Strategic Framework 2018-21 reinforces this integrated approach.

The inclusivity of our Annual Planning Cycle stems from the integration of Annual Course Evaluation Reports (ACERs) and Annual Monitoring and Evaluation Reports (AMERs), which involve a wide range of academic and professional support services staff, with strategic planning and budget setting.

1.4 Annual Resource Planning Cycle

Running alongside the Annual Planning Cycle is the **Annual Resource Planning Cycle**.

It is through the Annual Resource Planning Cycle that we set student recruitment targets and ensure that there is sufficient academic staff and teaching space for the subsequent academic year.

2. Annual Planning Cycle

As stated at **Section 1.1** above, the following stages comprise our Annual Planning Cycle:

- **Stage 1:** Development and approval of Internal and External Intelligence Report (IEIR) [see **Section 2.1** below]
- **Stage 2:** Development and approval of Annual Course Evaluation Reports (ACERs) and Overview ACER [see **Section 2.2** below]
- **Stage 3:** Review of current three-year Strategic Framework, and development and approval of new three-year Framework (that is based on Themes and Goals) [see **Section 2.3** below]
- **Stage 4:** Development of Annual Divisional/Departmental Outcomes (that are based on the Strategic Framework Goals) [see **Section 2.4** below]
- **Stage 5:** Development and approval of Corporate and Divisional/Departmental Budgets [see **Section 2.5** below]
- **Stage 6:** Approval of Annual Divisional/Departmental Business Outcomes [see **Section 2.6** below]
- **Stage 7:** Completion of Staff Appraisals and Development [see **Section 2.7** below]
- **Stage 8:** Development and approval of Annual Monitoring and Evaluation Reports (AMERs) and Overview AMER [see **Section 2.8** below]
- **Stage 9:** Mid-year review of Annual Divisional/Departmental Outcomes and additional budget allocations [see **Section 2.9** below]
- **Stage 10:** Monitoring implementation of the Annual Divisional/Departmental Outcomes through the Data Dashboard, Progress Reports and themed SMLT discussions [see **Section 2.10** below]

These stages are considered further below.

2.1 Internal and External Intelligence Report (IEIR)

The Internal and External Intelligence Report (IEIR) is approved by the Senior Management and Leadership Team (SMLT) following a recommendation for approval by the Quality Assurance and Enhancement Committee (QAEC)

It is received by the Academic Committee and the Board of Directors for information

The IEIR brings together all relevant internal and external intelligence which may have an impact on our future direction.

The IEIR is approved by the Senior Management and Leadership Team (SMLT) following a recommendation for approval by the Quality Assurance and Enhancement Committee (QAEC). In making its recommendation for approval, the QAEC will take into account all academic-related intelligence including that within the documents generated through the Annual Monitoring and Evaluation Procedures (see **Section 1.1** above).

The IEIR will inform the development of:

- ACERs

- Overview ACER
- Three-year Strategic Framework [Themes and Goals]
- Annual Divisional/Departmental Outcomes

The IEIR is received by the Academic Committee and the Board of Directors for information.

2.2 Annual Course Evaluation Reports (ACERs) and Overview ACER

2.2.1 Annual Course Evaluation Reports (ACERs)

The ACERs are approved by the Quality Assurance and Enhancement Committee (QAEC), following a recommendation for approval by the relevant Course Committee and the Senior Academic Leadership Team (SALT)

They are received by the Academic Committee for information

See **Section 8** of the **Annual Monitoring and Evaluation Procedures** for full information.

The stages of approval for the ACERs are as follows:

- The relevant Course Committee recommends approval of the ACER
- Any amendments required to the ACER by the Course Committee are incorporated into a revised ACER
- The Senior Academic Leadership Team (SALT) recommends approval of the ACER
- Any amendments required to the ACER by the SALT are incorporated into a revised ACER
- The Quality Assurance and Enhancement Committee (QAEC) approves the ACER
- Any amendments required to the ACER by the QAEC are incorporated into the final version of the ACER
- The ACER is received by the Academic Committee for information

2.2.2 Overview ACER

The Overview ACER is approved by the QAEC, following a recommendation for approval by the SALT

It is received by the Academic Committee and SMLT for information

See **Section 9** of the **Annual Monitoring and Evaluation Procedures** for full information.

The Overview ACER is at the heart of the Annual Planning Cycle, informing the development of:

- Three-year Strategic Framework (see **Section 2.3** below)
- Annual Divisional/Departmental Outcomes (see **Section 2.4** below)

The stages of approval for the Overview ACER are as follows:

- The Senior Academic Leadership Team (SALT) recommends approval of the Overview ACER
- Any amendments required to the Overview ACER by the SALT are incorporated into a revised Overview ACER
- The Quality Assurance and Enhancement Committee (QAEC) approves the Overview ACER
- Any amendments required to the Overview ACER by the QAEC are incorporated into the final version of the Overview ACER
- The Overview ACER is received by the Academic Committee for information

2.3 Three-year Strategic Framework

The new three-year Strategic Framework 2018-21 is recommended for approval by the SMLT

The Strategic Framework 2018-21 is recommended for approval by the Academic Committee and is approved by the Board of Directors at a “joint meeting” of the Academic Committee and the Board of Directors

Our Strategic Framework is informed by:

- Our vision, mission and values
- IEIR
- Overview ACER

Our Strategic Framework covers a three-year period and sets out our:

- Themes - i.e. our overarching priorities
- Goals - i.e. our strategic aims which comprise more specific statements of what we need to do to achieve our overarching priorities

Our Strategic Framework is reviewed annually as part of the Annual Planning Cycle to ensure:

- It remains fit-for-purpose
- We proactively and effectively respond to the IEIR
- We proactively and effectively respond to the Overview ACER

As part of this annual review, a new Strategic Framework is developed and approved to cover the next three-year period. The stages of development and approval are as follows:

- The SMLT recommends approval of the new Strategic Framework
- Any amendments required by the SMLT are incorporated into a revised Strategic Framework
- The Academic Committee recommends approval of the Strategic Framework

- The Strategic Framework is approved by the Board of Directors

Note: The meetings of the Board of Directors and Academic Committee are convened as a “joint meeting”. This will enable joint discussions to take place. However, when the Academic Committee recommends approval of the Strategic Framework, only the members of the Academic Committee are entitled to vote. Likewise, when the Board of Directors approves the Strategic Framework, only the members of the Board of Directors are entitled to vote.

- Any amendments required to the Strategic Framework by the Board of Directors, are incorporated into the final version of the Strategic Framework

2.4 Annual Divisional/Departmental Outcomes: Development

The Annual Divisional/Departmental Outcomes are considered by the SMLT

Annual Divisional/Departmental Outcomes are developed by each Head of Division/Department, with input from all Divisional/Departmental staff (as applicable).

Development of the Annual Divisional/Departmental Outcomes is informed by the following:

- IEIR
- Strategic Framework Goals
- Overview ACER

The Annual Divisional/Departmental Outcomes set out how the Strategic Framework Goals will be implemented over the next 12-month period.

The stages of development for the Annual Divisional/Departmental Outcomes are as follows:

- Annual Divisional/Departmental Outcomes are set by each Head of Division/Department (with input from all applicable Divisional/Departmental staff)
- Heads of Division/Department present their Annual Divisional/Departmental Outcomes to all other Heads of Division/Department
- Any amendments required to the Annual Divisional/Departmental Outcomes following the presentation to the other Heads of Division/Department, are incorporated into revised Annual Divisional/Departmental Outcomes
- The SMLT considers the Annual Divisional/Departmental Outcomes
- Any amendments required to the Annual Divisional/Departmental Outcomes by the SMLT, are incorporated into revised Annual Divisional/Departmental Outcomes

2.5 Corporate and Divisional/Departmental Budgets

The Corporate Budget and Divisional/Departmental Budgets are approved by the Board of Directors

A Corporate Budget is set each year for the financial year 1 August to 31 July.

There is budgetary devolvement of specified expenditure at Divisional/Departmental level to facilitate implementation of Annual Divisional/Departmental Outcomes.

Divisional/Departmental Budgets are managed by the Heads of Division/Department.

The stages of development and approval of the Corporate Budget and Divisional/Departmental Budgets are as follows:

- Divisional/Departmental Budgets are prepared by each Head of Division/Department
- Corporate Budget is prepared by the Finance Director
- The Finance Director meets with each Head of Division/Department to discuss Divisional/Departmental Budgets
- The Finance Director publishes the Divisional/Departmental Budgets [that are subject to approval by the Board of Directors]
- The Finance Director incorporates Divisional/Departmental Budgets into the Corporate Budget
- The Board of Directors approves the Corporate Budget
- The Finance Manager publishes the approved Corporate Budget and Divisional/Departmental Budgets

2.6 Approval of Annual Divisional/Departmental Outcomes

The Annual Divisional/Departmental Outcomes are recommended for approval by the SMLT

The Annual Divisional/Departmental Outcomes are approved by the Academic Committee

The Annual Divisional/Departmental Outcomes are received by the SMLT and the Board of Directors for information

Once the Corporate Budget and Divisional/Departmental Budgets have been finalised (see **Section 2.5** above), the Annual Divisional/Departmental Outcomes, that have already been considered by the SMLT (see **Section 2.4** above), will be approved.

The stages of approval are as follows:

- Annual Divisional/Departmental Outcomes [see **Section 2.4** above] are revised to incorporate any amendments required following approval by the Board of Directors of the Divisional/Department Budgets [see **Section 2.5** above]
- The SMLT recommends approval to the Academic Committee of the Annual Divisional/Departmental Outcomes
- Any amendments required by the SMLT are incorporated into revised Annual Divisional/Departmental Outcomes
- The Annual Divisional/Departmental Outcomes are approved by the Academic Committee
- Any amendments required by the Academic Committee are incorporated into a final version of the Annual Divisional/Departmental Outcomes
- The Annual Divisional/Departmental Outcomes are received by the SMLT and the Board of Directors, for information only

2.7 Staff Appraisals and Development

Our staff, collectively and individually, are key to the successful implementation of the Annual Divisional/Departmental Outcomes.

All our staff participate in an Annual Staff Appraisal and Development Scheme. Staff reflect on their performance over the current year, set targets for the next year, and identify any staff development needs to enable them to achieve their targets. Individual targets align with the relevant Annual Divisional/Departmental Outcomes. Periodic reviews are undertaken to discuss progress and to identify any further staff development needs.

Staff Appraisals and Development meetings start as soon as the Annual Divisional/Departmental Outcomes have been approved.

2.8 Annual Monitoring and Evaluation Reports (AMERs) and Overview AMER

2.8.1 Annual Monitoring and Evaluation Reports (AMERs)

The AMERs are approved by the Quality Assurance and Enhancement Committee (QAEC), following a recommendation for approval by the relevant Course Committee and the Senior Academic Leadership Team (SALT)

They are received by the Academic Committee for information

See **Section 10** of the **Annual Monitoring and Evaluation Procedures** for full information.

The stages of approval for the AMERs are as follows:

- The relevant Course Committee recommends approval of the AMER
- Any amendments required to the AMER by the Course Committee are incorporated into a revised AMER
- The Senior Academic Leadership Team (SALT) recommends approval of the AMER
- Any amendments required to the AMER by the SALT are incorporated into a revised AMER
- The Quality Assurance and Enhancement Committee (QAEC) approves the AMER
- Any amendments required to the AMER by the QAEC are incorporated into the final version of the AMER
- The AMER is received by the Academic Committee for information

2.8.2 Overview AMER

The Overview AMER is approved by the QAEC, following a recommendation for approval by the SALT

It is received by the Academic Committee and SMLT for information

See **Section 8** of the **Annual Monitoring and Evaluation Procedures** for full information.

The stages of approval for the Overview AMER are as follows:

- The Senior Academic Leadership Team (SALT) recommends approval of the Overview AMER
- Any amendments required to the Overview AMER by the SALT are incorporated into a revised Overview AMER
- The Quality Assurance and Enhancement Committee (QAEC) approves the Overview AMER
- Any amendments required to the Overview AMER by the QAEC are incorporated into the final version of the Overview AMER
- The Overview AMER is received by the Academic Committee for information

2.9 Mid-year review: Annual Divisional/Departmental Outcomes and additional budget allocations

The revised Annual Divisional/Departmental Outcomes are recommended for approval by the SMLT

The revised Annual Divisional/Departmental Outcomes are approved by the Academic Committee

The revised Annual Divisional/Departmental Outcomes are received by the SMLT and the Board of Directors for information

Any increase in expenditure to the Corporate Budget is approved by the Board of Directors

Heads of Division/Department (with input from all Divisional/Departmental staff) review the Annual Divisional/Departmental Outcomes, this review being informed by:

- Overview AMER

The stages of review and approval are as follows:

- Annual Divisional/Departmental Outcomes [see **Section 2.6** above] are reviewed and incorporate any amendments required by the Overview AMER
- The SMLT recommends approval to the Academic Committee of the Annual Divisional/Departmental Outcomes
- Any amendments required to the Annual Divisional/Departmental Outcomes by the SMLT are incorporated into a revised Annual Divisional/Departmental Outcomes
- The Annual Divisional/Departmental Outcomes are approved by the Academic Committee
- Any amendments required to the Annual Divisional/Departmental Outcomes by the Academic Committee are incorporated into the final version of the Annual Divisional/Departmental Outcomes
- The final version of the Annual Divisional/Departmental Outcomes is received by the SMLT and the Board of Directors, for information only

There will also be a review of Divisional/Departmental Budgets, if any change to the Annual Divisional/Departmental Outcomes requires additional expenditure. Any additional expenditure which exceeds any contingency within the Corporate Budget will require the approval of the Board of Directors.

2.10 Monitoring

2.10.1 Monitoring through the Data Dashboard

A Data Dashboard, that links into some of the key Strategic Framework Themes/Goals and the Annual Divisional/Departmental Outcomes, is presented to each meeting of the SMLT, QAEC, Academic Committee and Board of Directors from November through to the following October, to provide a visual update on progress.

2.10.2 Monitoring through progress report and SMLT annual discussion

The Strategic Framework comprises a number of Themes with linked Goals.

In April, the SMLT will have a discussion on all the Strategic Framework Themes and the associated Goals.

Prior to this meeting, Heads of Division/Department will provide a Progress Report for each Annual Divisional/Departmental Outcome [the Progress Report is recorded within the “comments” column; if an Outcome has been completed, this is recorded in the “status” column].

Heads of Division/Department will provide a final Progress Report for each Annual Divisional/Departmental Outcome that will be presented to the October SMLT.

The Progress Reports will be provided to the Academic Committee and Board of Directors for information. The Academic Committee and the Board of Directors receive the minutes of the SMLT for information.

3. Related policies and procedures

- Annual Monitoring and Evaluation Procedures
- Annual Resource Planning Cycle
- Annual Staff Appraisal and Development Scheme

4. Review of the Annual Planning Cycle

The Annual Planning Cycle will be reviewed annually by our Senior Management and Leadership Team (SMLT). Any amendments require the approval of our Academic Committee.