

Annual Planning Cycle

2023-24

Index

1.	<u>Introduction to the Annual Planning Cycle 2023-24</u>	3
1.1	Connection between the Annual Planning Cycle and the Annual Monitoring and Evaluation Procedures	3
1.2	An integrated and inclusive process	4
2.	<u>Annual Planning Cycle</u>	5
2.1	Internal and External Intelligence Report (IEIR) 2023	5
2.2	Annual Course Evaluation Reports (ACERs) 2022-23 and Overview ACER 2022-23	6
2.3	Strategic Framework 2022-25: Goals and Major Projects	6
2.4	Corporate and Divisional/Departmental Budgets 2023-24	7
2.5	Annual Staff Appraisals and Development 2023	7
2.6	Annual Monitoring and Evaluation Reports (AMERs) 2022-23 and Overview AMER 2022-23	8
2.7	Mid-Year Review of Strategic Framework 2022-25 Goals and Major Projects	8
2.8	Monitoring	9
3.	<u>Related policies and procedures</u>	9
4.	<u>Review of the Annual Planning Cycle</u>	9

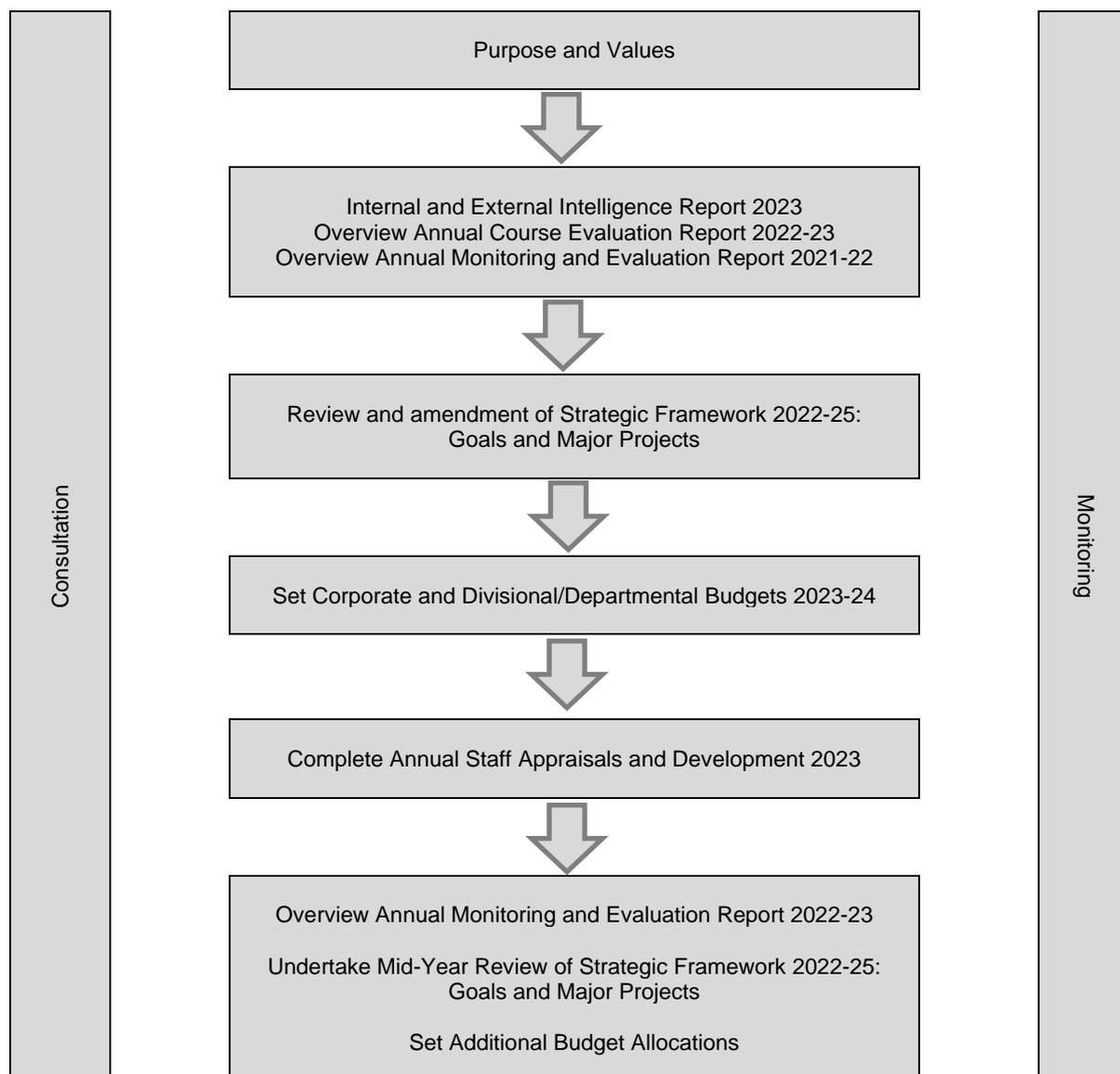
Committee Approval

Committee	Committee Action	Date
SMT	Chair's Action (Recommending approval to SLT)	9 May 2023
SLT	Approved	17 May 2023
	Date in force	17 May 2023

The Annual Planning Cycle will be reviewed by our Strategic Leadership Team (SLT) by February 2024.

1. Introduction to the Annual Planning Cycle 2023-24

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 the same. During each academic year, our Annual Monitoring and Evaluation Procedures comprise the following elements (each occurring in the order stated):

- Welcome Back/Transition Survey
- Initial Course Evaluation (ICE)
- Student Module Evaluation Questionnaire (SMEQ)
- Module Monitoring Report (MMR)
- 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

Note: This year, rather than develop a new Strategic Framework, we have decided to undertake a review and amendment of the current Strategic Framework 2022-25: Goals and Major Projects. This is to enable us to develop a new approach to strategic planning. This new approach will come into effect no later than 2025-26 to coincide with the conclusion of the current Strategic Framework.

The following stages comprise our Annual Planning Cycle:

- Development and approval of Internal and External Intelligence Report (IEIR)
- Development and approval of individual course-level Annual Course Evaluation Reports (ACERs) and Overview ACER
- Review and amendment of current Strategic Framework 2022-25: Goals and Major Projects
- Approval of Corporate Budget and Divisional/Departmental Budgets
- Completion of Annual Staff Appraisals and Development (ASADs)
- Development and approval of individual course-level Annual Monitoring and Evaluation Reports (AMERs) and Overview AMER
- Mid-year review of Strategic Framework 2022-25: Goals and Major Projects, and additional budget allocations
- Monitoring implementation

1.2 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 interlinked, with one informing the others.

A joint meeting of our Academic Committee and the Board of Directors considers and approves any amendments to the current three-year Strategic Framework 2022-25: Goals and Major Projects, that will be implemented over the Strategic Framework's 3-year period (2022-25).

Once approved, the Strategic Framework should guide and shape the decision making and prioritisation of all Divisions/Departments, ensuring that we prioritise plans and initiatives which can help us to meet our Goals.

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, and our students, with strategic planning and budget setting.

2. Annual Planning Cycle

As stated in **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 individual course-level Annual Course Evaluation Reports (ACERs) and Overview ACER [see **Section 2.2** below]
- **Stage 3:** Review and amendment of the current three-year Strategic Framework 2022-25: Goals and Major Projects [see **Section 2.3** below]
- **Stage 4:** Development and approval of Corporate Budget and Divisional/Departmental Budgets [see **Section 2.4** below]
- **Stage 5:** Completion of Staff Appraisals and Development (ASADs) [see **Section 2.5** below]
- **Stage 6:** Development and approval of individual course-level Annual Monitoring and Evaluation Reports (AMERs) and Overview AMER [see **Section 2.6** below]
- **Stage 7:** Mid-year review of Strategic Framework 2022-25: Goals and Major Projects, and additional budget allocations [see **Section 2.7** below]
- **Stage 8:** Monitoring implementation [see **Section 2.8** below]

These stages are considered further below.

2.1 Internal and External Intelligence Report (IEIR) 2023

The Internal and External Intelligence Report (IEIR) 2023 is approved by the Senior Leadership Team (SLT), acting on the recommendation of the Senior Management Team (SMT)

It is received by the Quality Assurance and Enhancement Committee (QAEC), Academic Committee and the Board of Directors for information

The IEIR 2023 brings together all relevant internal and external intelligence which may have an impact on our future direction.

The IEIR is approved by the SLT, acting on the recommendation of the SMT.

The IEIR will inform the development of:

- ACERs 2022-23
- Overview ACER 2022-23
- Three-year Strategic Framework 2022-25: Goals and Major Projects (see **Section 2.3** below)

The IEIR is received by the Quality Assurance and Enhancement Committee (QAEC), Academic Committee and the Board of Directors for information.

2.2 Annual Course Evaluation Reports (ACERs) 2022-23 and Overview ACER 2022-23

2.2.1 ACERs 2022-23

The ACERs 2022-23 are approved by the QAEC, following a recommendation for approval by the relevant Course Committee

They are received by the Academic Committee for information

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

The stages of approval for the ACERs 2022-23 are as follows:

- The relevant Course Committee recommends approval of the ACER
- The QAEC approves the ACER
- The ACER is received by the Academic Committee for information

2.2.2 Overview ACER 2022-23

The Overview ACER 2022-23 is approved by the QAEC

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

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

The Overview ACER 2022-23 is at the heart of the Annual Planning Cycle, informing the review and amendment of:

- The Strategic Framework 2022-25: Goals and Major Projects (see **Section 2.3** below)

The stages of approval for the Overview ACER 2022-23 are as follows:

- The QAEC approves the Overview ACER
- The Overview ACER is received by the SMT, SLT, Academic Committee and the Board of Directors for information

2.3 Strategic Framework 2022-25: Goals and Major Projects

The three-year Strategic Framework 2022-25: Goals and Major Projects, is reviewed and any amendments are recommended for approval by the SLT, acting on a recommendation of the SMT

The Strategic Framework 2022-25: Goals and Major Projects, is approved by the Board of Directors at a joint meeting of the Academic Committee and the Board of Directors by no later than June 2023, the Board of Directors acting upon the recommendation of the Academic Committee when approving any amendments to the Academic Goals

The final version of the Strategic Framework 2022-25 Goals and Major Projects is received by the SMT, SLT, Academic Committee and the Board of Directors for information

The stages of review and amendment of the Strategic Framework 2022-25 Goals and Major Projects are as follows:

- The SMT reviews the Strategic Framework 2022-25: Goals and Major Projects, recommending amendments to the SLT
- The SLT recommends to the Board of Directors amendments to the Strategic Framework 2022-25: Goals and Major Projects
- Any amendments to the Strategic Framework 2022-25: Goals and Major Projects, are approved by the Board of Directors at a joint meeting of the Academic Committee and Board of Directors

The Board of Directors acts upon the recommendation of the Academic Committee when approving any amendments to Academic-related Goals

- The final version of the Strategic Framework is received by the SMT, SLT, Academic Committee and the Board of Directors for information

2.4 Corporate and Divisional/Departmental Budgets 2023-24

The Corporate Budget 2023-24 and Divisional/Departmental Budgets 2023-24 are approved by the Board of Directors by no later than June 2023

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

There is budgetary devolvement of specified expenditure at the Divisional/Departmental level to facilitate the implementation of Goals and Major Projects.

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

The stages of development and approval of the Corporate Budget 2023-24 and Divisional/Departmental Budgets 2023-24 are as follows:

- Divisional/Departmental Budgets are prepared by each Head of Division/Department
- Corporate Budget is prepared by the Chief Financial Officer
- The Chief Financial Officer meets with each Head of Division/Department to discuss Divisional/Departmental Budgets
- The Chief Financial Officer publishes the Divisional/Departmental Budgets, which are subject to approval by the Board of Directors
- The Chief Financial Officer incorporates Divisional/Departmental Budgets into the Corporate Budget
- The Board of Directors approves the Corporate Budget
- The Chief Financial Officer circulates the approved Corporate Budget and Divisional/Departmental Budgets

2.5 Annual Staff Appraisals and Development 2023

Our staff, collectively and individually, are key to the successful implementation of the Strategic Goals and Major Projects.

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 are linked, where appropriate, to the Strategic Framework. 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 Strategic Framework has been approved.

2.6 Annual Monitoring and Evaluation Reports (AMERs) 2022-23 and Overview AMER 2022-23

2.6.1 AMERs 2022-23

The AMERs 2022-23 are approved by the QAEC, following a recommendation for approval by the relevant Course Committee

They are received by the Academic Committee for information

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

The stages of approval for the AMERs 2022-23 are as follows:

- The relevant Course Committee recommends approval of the AMER
- The QAEC approves the AMER
- The AMER is received by the Academic Committee for information

2.6.2 Overview AMER 2022-23

The Overview AMER 2022-23 is approved by the QAEC

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

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

The stages of approval for the Overview AMER 2022-23 are as follows:

- The QAEC approves the Overview AMER
- The Overview AMER is received by the SMT, SLT, Academic Committee and the Board of Directors for information

2.7 Mid-Year Review of Strategic Framework 2022-25: Goals and Major Projects

There is a Mid-Year Review of the Strategic Framework 2022-25 Goals and Major Projects

Any increase in expenditure to the Corporate Budget 2023-24 is approved by the Board of Directors

After the Overview AMER 2022-23 has been approved, the SMT undertakes a Mid-Year Review of the Strategic Framework 2022-25: Goals and Major Projects.

The purpose of this Mid-Year Review is to ascertain: (i) whether any amendments are required, taking into account the Overview AMER 2022-23; (ii) whether any increase in expenditure is required.

Any increase in expenditure will be subject to the approval of the Board of Directors.

2.8 Monitoring

2.8.1 Progress Reports: implementation of Strategic Goals and Objectives

Heads of Division/Department will report on the implementation of the Strategic Goals within Divisional/Departmental Papers that are considered by the SMT.

Divisional/Departmental Papers are received by the SLT, Academic Committee and Board of Directors for information.

2.8.2 Monitoring: implementation of Major Projects

Major Projects are overseen and governed by project management groups that report through to the SMT.

The project management groups will provide update reports to the SLT and Board of Directors.

3. Related policies and procedures

- Annual Monitoring and Evaluation Procedures
- Annual Staff Appraisal and Development Scheme

4. Review of the Annual Planning Cycle

The Annual Planning Cycle will be reviewed by our Strategic Leadership Team (SLT) by February 2024.