



STRANMILLIS UNIVERSITY COLLEGE
A College of Queen's University Belfast

Corporate Plan 2025-28



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Foreword

As Chair of the Governing Body, I am pleased to present the Stranmillis University College Corporate Plan for 2025–2028. This plan represents a forward-looking roadmap for the next three years—one that builds on our rich heritage and achievements in our previous Corporate Plan while positioning the College to meet the opportunities and challenges of a rapidly changing educational landscape.

Our ambition remains rooted in our mission: to transform the lives of children, young people, and communities through excellence in teaching, research, and scholarship. This plan sets out how we will continue to deliver exceptional student experiences, nurture a culture in which staff feel empowered, secure financial and environmental sustainability, and ensure that our work has meaningful impact on wider society.

The development of this Corporate Plan has been informed by consultation and engagement with staff, students, and other stakeholders, as well as by key government priorities and strategic policy initiatives. It reflects our determination to maintain academic excellence, strengthen partnerships at home and abroad, and embrace innovation in education and research.

The Governing Body fully endorses the strategic aims and objectives set out in the following pages. We will continue to provide the oversight, support, and challenge needed to ensure that Stranmillis University College remains a leading institution in education related professions—unlocking potential, connecting locally and globally, and building better futures for all.

On behalf of the Governing Body, I commend this Corporate Plan to you and look forward to working with the entire College community as we bring its vision to life.

Edgar Jardine CB

Chair of the Governing Body

Introduction

Stranmillis University College has a proud tradition of excellence in teaching and learning, research and scholarship, and community engagement. As we embark on the next three years, this Corporate Plan outlines our strategic aims and objectives to ensure that we continue to be a leader in education.

Our steadfast mission is to transform the lives of children, young people, and communities through excellence in teaching, research, and scholarship. We strive to be a leading institution with a reputation for excellence in teacher education and related professions, driving innovative professional practice that will shape education, unlock potential, connect locally and globally, and build better futures.

Stranmillis University College's three-year Corporate Plan has been authored taking cognisance of a number of key strategic documents including: the new Programme for Government, the Economy Minister's priorities, the Department for the Economy's Strategic Plan as well as the more recently published Department of Education's SEN Reform Agenda and Delivery Plan and the Transform ED Strategy and Delivery Plan. All of these, and others, will be of considerable significance to the University College in the months and years ahead.

By ensuring that our corporate strategic aims are appropriately interpreted and aligned with these priorities and strategies, Stranmillis University College is reaffirming its dedication to fostering educational excellence and contributing positively to societal and economic advancement.

Our Corporate Strategic Aims are as follows:

Aim	Description
Delivering Outstanding Student Experiences	We strive to deliver outstanding student experiences through a holistic and student centred approach.
Being an Employer of Choice	We recognise that our people are vital to the success of our students and our organisation and we want to ensure and support an inclusive culture where all staff feel engaged, supported and empowered.
Ensuring Financial and Environmental Sustainability	In order to continue to meet our corporate mission we must be financially sustainable. In addition, we must also be environmentally sustainable, not least because of the stewardship of our beautiful surroundings.
Impacting Wider Society	Our Mission drives us to have an ongoing and significant impact on wider society.

These Corporate Aims will be pursued through a culture of collaboration, innovation, and continuous improvement, ensuring that Stranmillis University College continues to make a lasting impact on education and wider society.

Through this Corporate Plan, we reaffirm our goal to inspire, educate and shape the future of education in Northern Ireland. In doing so, we invite all stakeholders—students, staff, strategic partners, and the wider community—to join us in driving forward this shared vision for excellence.

College Performance – What Have We Achieved?

The previous Corporate Plan covered 2022 to 2025 and introduced updated Corporate Values, Aims and Objectives along with corresponding KPIs. Over the three years, 90%+ of KPIs were achieved or substantively achieved, and the University College achieved an operating surplus after adjustment¹. A selection of additional key achievements during this period are presented below, categorised under each of our corporate aims.

Delivering Outstanding Student Experiences

- Positive annual Continuous Action for Programme Enhancement (CAPE) feedback for all relevant programmes.
- Successful QUB Periodic Review.
- Successful development and introduction of a range of new programmes including: Classroom/Teaching Assistants; Skill Up PG Certs, Doctorate in Professional Practice.
- Annual success & progression rates on substantive programmes were maintained at least at 94% or higher.
- Average UCAS Entry Tariff of 130 maintained or exceeded.
- High National Student Survey satisfaction rate above the UK
- New Partnership Agreements signed with QUB and with the Early Years organisation.

Being an Employer of Choice

- Range of activities and events in celebration of College Centenary undertaken.
- Annual whole college staff development conference and programme established.
- Cross college management programme delivered.
- New annual cross college well-being programme established.
- Staff “Have your say” survey undertaken and action plan developed and progressed.
- Staff engagement forum developed.
- Working Group to review pay and conditions established to look at pay and allowances etc.
- Range of existing policies updated and new ones created e.g. hybrid working.

¹ Adjustment relates to NILGOSC actuarial valuation credit or charges.
Governing Body Approved Date: 24th Sept 2025

- New posts introduced.

Ensuring Financial and Environmental Sustainability

- Aggregated annual target for additional income streams set and met including in the following areas: non Maximum Aggregate Student Number (MASN) fees, Hospitality, Accommodation and Conferencing Services (HACS) research and scholarship, private and public sector projects/partnerships.
- Increase in clients renting space within the University College campus.
- Environmental and Sustainability Policy launched, benchmarking of greenhouse gases undertaken and action plan to reduce emissions developed.
- Overall reduction in energy usage.
- Annual College Assurance Statements returned with no significant outstanding actions.
- Delivery of the new pitches project, Centenary Nature Trail created and Generation Nature Project with Keep NI Beautiful undertaken.
- Additional undergraduate places secured for diversified degrees.
- New Partnership Agreement signed with Department for the Economy.

Impacting Wider Society

- Annual Dr Eamon Phoenix Memorial lecture established.
- New MOUs signed with Southeastern University, Florida and Taylor University, Indiana. New link established with Grace International School, Thailand.
- Wide range of research undertaken and disseminated through various channels.
- Range of new partnerships in development/delivery of CPD and/or LLL programmes.
- Joint establishment of CDIT with QUB and Belfast Met.
- Delivery of the STEP Up programme.
- Wide range of successful Widening and Participation initiatives delivered.
- Development of a wide range of community and school focused initiatives championed by Stranmillis staff.

The Planning Context

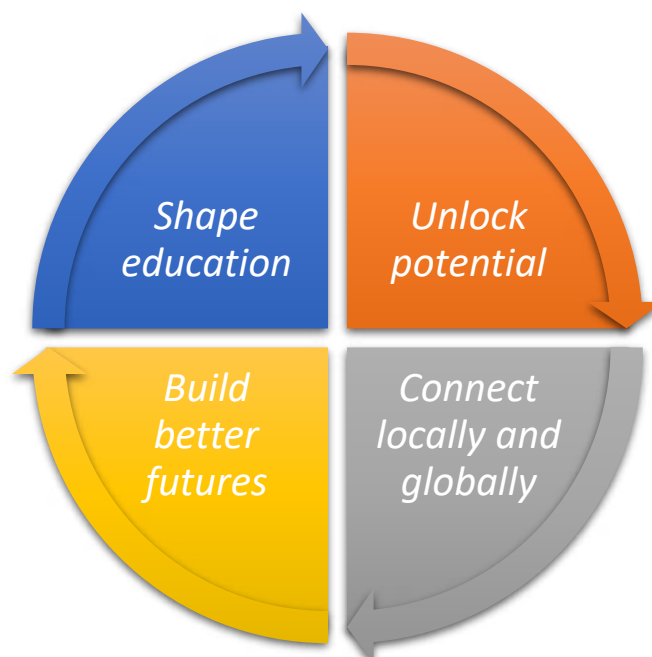
The Mission, Vision, Values and Governance of Stranmillis University College

Our Mission

To transform the lives of children, young people and communities, through excellence in teaching, research and scholarship.

Our Vision

To be a leading institution with a reputation for excellence in the field of teacher education and related professions; driving innovative professional practice that will:



Our Values

The first letter of each of our core values spell the word STRAN. Our values are described below and underpin the culture and our behaviours within the University College and will support us in meeting our aims and objectives. They provide the foundation for achieving our mission which is *“To transform the lives of children, young people and communities, through excellence in teaching, research and scholarship.”*

	STUDENTS at the centre We place our students at the centre of our planning and our future.
	TEAMWORKING We value working with others and the benefits that collaboration brings.
	RESPECT for everyone We promote respect by listening to and valuing all within and without our College community.
	AMBITION for our students, our staff, our partners and our community We are ambitious for our students, our staff, our University College, our partners and the wider community.
	NURTURING our students, our staff and our environment We seek to nurture our students, staff as well as our own physical environment.

Governance and Leadership of the University College

The governance and leadership structure within the University College plays a critical role in ensuring academic excellence, institutional integrity, and strategic development at the University College. The Board of Governors, which is appointed directly by the Department for the Economy, provides oversight and strategic direction, ensuring that the college remains aligned with its mission, aims and objectives, and regulatory requirements. They are responsible for approving major decisions and safeguarding the college's financial health and academic standards.

The management team, led by the principal, handles the day-to-day operations of the college, including the recruitment, teaching and learning and support of students, undertaking of research and scholarship, implementing policies, managing resources, and ensuring the effective and successful operation of the University College. They work collaboratively to maintain high-quality teaching and learning, research and scholarship, student support and well-being and corporate services.

The University College's Visiting Professors contribute to strategic planning by bringing their external expertise and experience as well as fresh perspectives to University College thinking and planning. Their involvement enriches the College and supports staff and students engaging with additional educational and professional networks.

The Policy Context

The University College's Corporate Plan is shaped by the external government policy context in which it operates. In 2025, significant plans for the education sector have been announced and these will have implications for the University College. The following programmes, priorities and strategies have been considered, amongst others, in the University College's strategic planning for the next three years.

a) Programme for Government 2024-2027 (PfG)

On 27th February 2025 the Northern Ireland Executive agreed the Programme for Government 2024-2027 'Our Plan: Doing What Matters Most'. It outlines nine priorities for making a difference to the lives of people in Northern Ireland.

These priorities are:

1. Grow a Globally Competitive and Sustainable Economy
2. **Deliver More Affordable, Accessible, High-Quality Early Learning and Childcare**
3. Cut Health Waiting Times
4. Ending Violence Against Women and Girls
5. **Better Support for Children and Young People with Special Educational Needs**
6. Provide More Social, Affordable and Sustainable Housing
7. Safer Communities
8. Protecting Lough Neagh and the Environment
9. Reform and Transformation of Public Services

Although the University College will contribute more widely to a number of these priorities, our mission and day to day activity directly aligns with the priorities related to early learning and

childcare as well as with children and young people with SEN. We do so through a number of our undergraduate and post graduate programmes² as well as through our research.

² E.g. Our B.Ed degrees, our B.A. in Early Childhood Studies and our PGCE in Early Years.
Governing Body Approved Date: 24th Sept 2025

b) Department for the Economy (DfE) Strategies and Priorities

The (then) Economy Minister Conor Murphy announced four key economic priorities on 19 February 2024. These priorities are:

Good Jobs: Enhancing the quality of employment, including by investing in affordable childcare and strengthening trade unions, particularly in low-paid industries.

Regional Balance: Ensuring equitable economic opportunities across all regions by funding local economic strategies and prioritizing projects that promote regional development, such as the expansion of the Magee campus.

Productivity: Improving productivity through leveraging dual market access to grow domestic exports and attract high-value investments, alongside investments in skills, research and development, and innovation.

Decarbonisation: Reducing carbon emissions to meet Net Zero targets by 2050, viewing the transition as both a legal obligation and an opportunity for economic prosperity.

The University College will contribute to these priorities in a number of ways including the following:

Good Jobs

- Enhancing education with high performing graduates who go on to secure well-paid, professionally recognised roles.
- Expanding workforce development through postgraduate and continuous professional development (CPD) courses.
- Supporting the early years sector through qualifications, research, and sector engagement.

Regional Balance

- Running outreach, talks and access initiatives that encourage applicants from across Northern Ireland—not just Belfast.
- Partnerships with schools, FE colleges and other stakeholders, including those in rural areas, strengthening education pathways outside urban centres.
- Embedding equity and partnership across placements, increasing opportunities in all schools.

Productivity

- Supporting the improvement of educational outcomes.
- Skilling educators in digital and STEM methodologies, fostering innovation in schools.
- Undertaking research in relation to educational outcomes, disadvantage etc.

Net Zero

- Embedding sustainability into education programmes, equipping future educators to teach eco-awareness and climate responsibility.
- Institutional green initiatives, such as emissions reduction and sustainability governance, aligning with net-zero professional standards and targets.
- CPD in environmental education, supporting societal transition to Net Zero.

c) Department for Education (DE) Strategies and Reviews

The University College's mission is also closely aligned with key DE policy initiatives and developments, such as:

i. A Fair Start

An Expert Panel on Educational Underachievement, which was also established as an Executive commitment under the ***New Decade New Approach agreement*** and was chaired by the University College's Director of Research and Scholarship, published its final report and Action Plan on 1 June 2021, following endorsement by the NI Executive. *A Fair Start* presents a total of 47 detailed and costed actions to address educational underachievement, focusing on 8 Key Areas: Redirecting the focus to Early Years; Championing Emotional Health and Wellbeing; Ensuring the relevance and appropriateness of Curriculum and Assessment; Promoting a whole community approach to education; Maximising boys' potential; driving forward Teachers' Professional Learning (TPL); Supporting the professional learning and wellbeing of school leadership; and ensuring interdepartmental collaboration and delivery.

The University College is already contributing to the implementation of the '*Fair Start*' Action Plan, the impact of which will be significant, promoting equity, fostering greater collaboration between schools, families and communities, closing the achievement gap, investing in the future and giving all of our children and young people 'A Fair Start'.

ii. The Independent Review of Education in Northern Ireland

A Better Future, was published on 13 December 2023. Initiated as a key commitment within the 2020 New Decade, New Approach agreement, the review aimed to assess and reform the education system to enhance efficiency, equity, and outcomes for all learners.

Key Findings

- **Underfunding and Inefficiency:** The review highlighted that Northern Ireland's education system is underfunded, with resources distributed inefficiently. It called for a major reconfiguration of the school network to improve educational experiences and promote efficiency and sharing.
- **Curriculum Reform:** The report recommended a comprehensive overhaul of the curriculum, emphasising the need for investment in its management to ensure it meets the needs of all learners.
- **Further Education's Role:** It emphasized that further education must play a fuller role in learner development and in meeting the needs of the economy.

Recommendations

The panel presented 25 key recommendations, supported by 106 specific action points, including:

- **Investment in Early Years Provision:** Recognising the critical importance of early childhood education, the report called for immediate and significant investment in early years services.
- **Area Planning and SEN Provision:** It advocated for strategic area planning to ensure resources are effectively allocated and for improvements in Special Educational Needs (SEN) provision to better support all learners.

Implementation Considerations

The Department of Education acknowledged the report's wide-ranging and far-reaching recommendations, noting that they signal a significant change to existing policy and service delivery. However, the implementation of some of these recommendations would require Ministerial direction, Executive agreement, and importantly, immediate additional resources.

iii. **Transform ED**

The Minister for Education announced the Transform ED strategy for Northern Ireland's primary and secondary education schools on the 11th March 2025. The strategy is structured around a 10-point plan aimed at achieving educational excellence. The key components of this plan are:

1. Curriculum: Redesign of the Northern Ireland curriculum to ensure every child benefits from an ambitious, knowledge-rich education that develops their learning in a well-sequenced and explicit manner.
2. Advice and Resources: Provide classroom teachers with greater investment in high-quality curriculum advice and resources to support effective teaching.
3. Professional Learning: Implement sustained investment to offer a coherent approach to professional learning, supporting teachers throughout their careers.
4. Literacy and Numeracy: Introduce new literacy and numeracy strategies informed by evidence and based on international best practices.
5. Data: Establish a new system of attainment measures for end-of-key-stage assessments to set high standards for all children and provide reliable system-level performance metrics.
6. Qualifications: Review the qualifications landscape to ensure the availability of high-quality, up-to-date, portable, and fit-for-purpose qualifications that support progression to higher learning, training, or employment.
7. Improvement: Develop a new school improvement policy to create a framework supporting excellence and an improved model of external support for schools.
8. Tackling Disadvantage: Deliver a more integrated approach to tackling educational disadvantage through evidence-based interventions within schools, families, and communities.
9. Extending Education: Introduce legislation to ensure all learners remain in education, apprenticeship, or training until age 18.

10. Accountability: Establish a new coherent accountability framework to demonstrate value for money and drive improvement through responsibility and answerability.

This 10-point plan outlines the strategic priorities aimed at transforming Northern Ireland's education system with the aim to be more effective, equitable, and better aligned with high performing international comparators.

The College has been engaging and will continue to engage with the Department of Education in relation to the new strategy. Alongside any directly associated changes to ITE and related programmes due to the strategy, there are a number of key areas which align closely with University College activity. These include: curriculum, Teacher Professional Learning, addressing underachievement, research and scholarship and tackling disadvantage.

iv. The SEN Reform Agenda and Delivery Plan

In February 2025, the Department of Education Northern Ireland launched the SEN Reform Agenda to improve support for children and young people with special educational needs and disabilities (SEND). The reform aims to create a more inclusive, efficient, and transparent system that better meets the needs of students, parents, and schools.

Key Objectives:

1. Early Identification & Intervention:

- Focus on identifying needs as early as possible.
- Implement timely interventions to prevent escalation of needs.

2. Improved Support in Mainstream Schools:

- Strengthen the capacity of mainstream schools to support pupils with SEN.
- Enhanced training for teachers and school staff.

3. Clearer Processes & Accountability:

- Simplify and clarify SEN assessment and support processes.
- Ensure that responsibilities are clearly defined and transparent.

4. Partnership with Parents:

- Foster stronger collaboration with parents/carers in decision-making.
- Ensure parents have access to clear information and guidance.

5. Integrated Services:

- Encourage better collaboration between education, health, and social care services.
- Develop a more holistic approach to meeting the needs of children and young people.

Delivery Plan:

The Delivery Plan outlines specific actions, timelines, and stakeholders responsible for implementing the reforms. It focuses on:

- **Legislative Changes:** Updates to SEN legislation to support the new framework.
- **Capacity Building:** Training programs and resources for educators and support staff.
- **Monitoring & Evaluation:** Regular assessments to measure progress and effectiveness.
- **Communication & Engagement:** Ongoing communication with schools, parents, and stakeholders to ensure transparency and gather feedback.

d) Sustainable Development Goals (SDGs)

The University College is also committed to making a contribution to Sustainable Development Goals (SDGs) which are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The 17 SDGs are inter-related - they recognise that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.



The University College will do this within our teaching and research, as well as across all our operations, including the goals to substantially increase the supply of qualified teachers, through international cooperation for teacher training in developing countries by 2030 and to strive to ensure that all students acquire the knowledge and skills needed to promote sustainable development through education. The College's Environmental and Sustainability Policy, introduced in June 2024, provides a comprehensive framework for the College to advance its efforts in reducing environmental impact while enhancing its commitment and performance towards achieving the Sustainable Development Goals.

The Operating Context

The economic operating context for higher education in Northern Ireland remains complex and is influenced by both UK-wide trends and regional circumstances. Higher Education across the United Kingdom is currently facing significant financial challenges due to relatively static public funding, increasing costs and reduced numbers of international students.

In addition to these pressures, HEIs in Northern Ireland also have additional constraints in relation to local student numbers due to differences in the funding model as well as caps on certain programmes due to Departmental policies.

These challenges have placed greater emphasis on expanding non-capped provision e.g. post-graduate and CPD programmes as well as attracting some alternative income sources and the University College has been proactive in diversifying income to mitigate pressures and must continue to be so.

Corporate Aims and Objectives

The University College Aims are given below.



We will deliver the following Aims and Objectives over the lifetime of our Corporate Plan. The Aims and Objectives will be delivered in the context of relevant Government and Departmental strategies, plans and priorities.

1. Aim: To deliver outstanding student experiences

We strive to deliver outstanding student experiences through a holistic and student centred approach. We will deliver this through the following objectives over the lifetime of the Corporate Plan:

- 1.1.Ensure that all undergraduate (UG), postgraduate (PG), continuing professional development (CPD) programmes are characterised by high quality teaching and learning and that the programmes are informed by Government and Departmental strategies, plans and priorities as appropriate.
- 1.2.Provide high-quality, timely services which support the recruitment of high calibre students as well as student welfare and wellbeing that enables all students to achieve their full potential on their programmes.
- 1.3.Achieve high undergraduate and postgraduate retention and success rates and high post-graduation progression rates into employment or further study.

2. Aim: To be an employer of choice

We recognise that our people are vital to the success of our students and our organisation and we want to ensure and support an inclusive culture where all staff feel engaged, supported and empowered. We will deliver this through the following objectives over the lifetime of the Corporate Plan:

- 2.1.Recruit and retain high calibre staff.
- 2.2.Invest in the development of staff across the college.
- 2.3.Maintain a safe and attractive environment for the College community which promotes wellbeing .

3. Aim: To be financially and environmentally sustainable

In order to continue to meet our corporate mission we must be financially sustainable. In addition, we must also be environmentally sustainable, not least because of the stewardship of our beautiful surroundings. We will deliver this through the following objectives over the lifetime of the Corporate Plan:

3.1 Ensure financial sustainability by increasing income from a diverse range of sources including:

- a) full-time undergraduate programmes (in line with student number allocations)
- b) part-time programmes
- c) Hospitality, Accommodation and Conferencing Services (HACS) and use of the campus physical resources
- d) research income
- e) additional projects and partnerships.

3.2 Develop and maintain an environmentally sustainable high-quality learning and working environment which aligns with relevant Government and Departmental strategies, plans and priorities.

3.3 Continue to operate an effective system of corporate governance and risk management, while ensuring effective management of the College.

4 Aim: To impact wider society

Our Mission drives us to have ongoing and significant impact on wider society which aligns with relevant Government and Departmental strategies, plans and priorities. We will deliver this through the following objectives over the lifetime of the Corporate Plan:

- 4.1 Foster effective local and international partnerships.
- 4.2 Promote research and scholarship to shape education, inform policy and change practice in line with Government and Departmental strategies, plans and priorities.
- 4.3 Promote and deliver Continuing Professional Development (CPD) and Lifelong Learning/Community Engagement Programmes and Activities in line with Government and Departmental strategies, plans and priorities.

Key Performance Indicators and Outcomes

The tables below provide key performance indicators (KPIs) for each Objective associated with the College's Aims and Objectives, which will be tracked and/or measured over the duration of the Corporate Plan, as appropriate, against the annual College Business Plans. The table also presents the Outcomes associated with achieving the College Aims, along with the contribution the University College will make towards the Programme for Government Strategic Outcomes. The Aims and Objectives will be delivered in the context of relevant Government and Departmental strategies, plans and priorities.

Aim	Objective	Key Performance Indicator	Outcome
<p>1. To deliver outstanding student experiences</p> <p>We strive to deliver outstanding student experiences through a holistic and student centred approach.</p>	<p>1.1 Ensure that all undergraduate (UG), postgraduate (PG), continuing professional development (CPD) programmes are characterised by high quality teaching and learning and that the programmes are informed by Government and Departmental strategies, plans and priorities as appropriate.</p>	<ul style="list-style-type: none"> • All substantive programmes evaluated as high quality through having positive internal and external Quality Assurance outcomes e.g. validation processes/inspection reports etc. • High Student Satisfaction rates (above the UK average) as evidenced by National Student Survey (NSS). 	<p>A high performing institution where people want to study and continue their learning. They are encouraged and supported and have opportunities to reach their full potential.</p> <p>Contribution to the PfG, Priorities 1, 2, 5</p> <p>Contribution to the DfE Minister's Priority 1</p> <p>Contribution to the Transform ED Strategies, Actions 1, 2, 3, 8 & 9</p>

	<p>1.2 Provide high-quality, timely services which support the recruitment of high calibre students as well as student welfare and support that enables all students to achieve their full potential on their programmes.</p>	<ul style="list-style-type: none"> • Average UCAS Entry Tariff maintained at 130 (BEd Primary - 144, BEd Post Primary – 126, BA ECS 132, BSc PES – 116). • Annual Widening Participation targets to recruit under-represented groups met in line with agreed annual targets with DfE in relation to the following target groups: NI MDM Quintile 1; Disabilities (DSA); Adult Students; Care Experienced. • High Student Support Satisfaction rates as evidenced by annual internal and external student surveys (annual surveys, NSS). 	
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	<p>1.3 Achieve high undergraduate and postgraduate retention and success rates and high post-graduation progression rates into employment or further study.</p>	<ul style="list-style-type: none"> 95% retention, 94% success & 94% progression rates on substantive programmes achieved. 	
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<p>2. To be an employer of choice</p> <p>We recognise that our people are vital to the success of our students and our organisation and we want to ensure and support an inclusive culture where all staff feel engaged, supported and empowered.</p>	2.1 Recruit and retain high calibre staff.	<ul style="list-style-type: none"> • Achieve an annual voluntary turn-over rate of 6% or less. 	<p>People desire to work in Stranmillis University College. Staff are supported and developed to meet the needs of our diverse learning community and are satisfied with their working environment and the focus placed on health, safety, and wellbeing.</p> <p>A high performing institution where people want to study and continue their learning. They are encouraged and supported and have opportunities to reach their full potential.</p> <p>Contribution to the PfG, Priorities 1.</p> <p>Contribution to the DfE Minister's Priority 1.</p>
	2.2 Invest in the development of staff.	<ul style="list-style-type: none"> • Percentage of lecturing staff with/undertaking doctorates maintained at 65% or above. • Deliver an annual programme of staff development and CPD programmes for all permanent staff. 	
	2.3 Maintain a safe and attractive work (and study) environment for the College community which promotes wellbeing.	<ul style="list-style-type: none"> • All compliance targets for Health & Safety achieved annually. • Implement the Estates Strategy to maintain and enhance the physical environment 	

<p>3 To be financially and environmentally sustainable</p> <p>In order to continue to meet our corporate mission we must be financially sustainable. In addition, we must also be environmentally sustainable, not least because of the stewardship of our beautiful surroundings.</p>	<p>3.1 Ensure financial sustainability e.g. by increasing income from a diverse range of sources:</p> <ul style="list-style-type: none"> a) full-time undergraduate students in line with DfE allocations b) part-time students c) Hospitality, Accommodation and Conferencing Services (HACS) and use of the campus physical resources; d) research income e) additional projects and partnerships. 	<ul style="list-style-type: none"> • Annual targets for each income stream met as per College Business Plan. 	<p>Natural and physical resources and infrastructure are protected, a healthy community and workforce is supported and sufficient revenue is raised for the College to remain financially viable.</p> <p>Contribution to the PfG, Priorities 1</p> <p>Contribution to the DfE Minister's Priority 1</p>
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	3.2 Develop and sustain a high-quality learning and working environment which aligns with relevant Government and Departmental strategies, plans and priorities.	<ul style="list-style-type: none"> Physical environment/infrastructure maintained and improved in line with the Estates and Digital Strategies. Achieve annual percentage of IT system uptime of at least 95%. Annual sustainability targets met including energy usage, recycling. 	
	3.3. Continue to operate an effective system of corporate governance and risk management and ensuring effective College management.	<p>Evidenced through positive reports with respect to:</p> <ul style="list-style-type: none"> Internal/External Audits DfE Mid-Year and Annual Assurance Processes; BCP testing completed to agreed schedule; <p>Regular review and updating and reporting of Risk Registers maintained</p>	

4. To impact wider society Our Mission drives us to have ongoing and significant impact on wider society which aligns with relevant Government and Departmental strategies, plans and priorities..	4.1 Develop and nurture local, national and international partnerships.	<ul style="list-style-type: none"> Increased number of local, national and international partnerships against 24/25 baseline. 	Partnerships in teaching, learning and research help to shape and inform education policy and practice.
	4.2 Promote research and scholarship to shape education, inform policy and change practice in line with Government and Departmental strategies, plans and priorities.	<ul style="list-style-type: none"> Engagement with policy makers in DfE, DE and other relevant government departments evidenced through collaborative activities and sponsored research and scholarship. 	Contribution to the PfG, Priorities 1, 2, 5 Contribution to the DfE Minister's Priority 1 Contribution to the Transform ED Strategies, Actions 1, 2, 3, 8 & 9
	4.3 Promote and deliver Continuing Professional Development (CPD) and Lifelong Learning (LLL) in line with Government and Departmental strategies, plans and priorities.	<ul style="list-style-type: none"> CPD provision expanded in line with sector needs and annual recruitment targets met. 	

Monitoring and Reporting Progress

Annual College Business Plans will be authored over the lifetime of this Corporate Plan to direct College activity towards achieving the range of identified outcomes.

Tracking of progress against the annual Key Performance Indicators will take place as follows:

