

School of Information Risk Management (SIRM) Business Plan 2016 – 2021

Policy No:	001
Version No:	1.2
Previous Version No:	1 (July 2017)
Next Review Date:	January 2019
Approved by (Committee):	SMT
External Reference:	UK Quality Code, UKCUC

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■ Executive Summary

The School of Information Risk Management (SIRM) is an academic provider of higher education. It has its headquarters in Ilford at Becketts House, with easy access to central London.

SIRM is building partnerships with well-known and respected UK institutions, to deliver under and post-graduate qualifications accredited by Universities. Further Degree Apprenticeships are being designed for those who want to combine working with earning in partnerships with renowned UK Colleges.

SIRM looks to continuously develop and improve its business and services to all its students, customers and stakeholders. This business plan gives SIRM a framework 2016-2021 to develop its direction and provide confidence to reach the academic and business outcomes sought.

This business plan is a 'working document' and will be reviewed regularly. It will be publicly available and progress reported. The SIRM way and culture is based on engaging together, in open participation with staff, students and partners.

The Registrar will work with the SMT and report to the School Advisory Board (SAB). The Board has formal responsibility for oversight of the academic functions to effect governance practices in accord with sector requirements. The Board includes external non-executive Directors in equal measure to the executives. The Advisory Board includes external membership to bring specific expertise to challenge and stretch and at the same time commend and encourage the Schools' senior staff. Meeting of the School Advisory Board takes place at least four times a year.

SIRM places the needs of its learners first. Dedicated individuals work to make sure that the learners experience is the highest possible quality. Working in partnership with the learners themselves, SIRM aims to build and maintain a learning organisation for the widest possible benefits. The progress towards this end will be monitored primarily through the road map agreed with this business plan.

Junaid Elahi
(SIRM Registrar)

■ Business Overview

SIRM is privately-owned Limited company acting for-profit. The School has its headquarters and main site based in Beckett's House, Ilford.

SIRM offers Undergraduate and Postgraduate level studies and programmes delivered site-based, blended and on-line in various disciplines including:

- Cyber Security
- Information Security & Assurance
- Business and Information Management
- Health and Social Care Management
- Computing.

SIRM programmes are currently being considered for accreditation by various UK Universities so that they might be delivered in partnership and UK degrees awarded to successful students.

SIRM is also an Approved Training Organisation for the Skills and Funding Agency and appears on the organisation's Register of Training Organisations (ROTO) and Register of Apprenticeships Training Provider (RoATP) Main Route. It has gained accreditation through the BCS Chartered Institute for IT, for operation of end-point assessment for apprenticeships.

It is approved by the Awards for Training and Higher Education (ATHE), Innovate Awarding, Gateway Qualifications; it is accredited with the Accreditation Services for International Colleges (ASIC).

SIRM has secured a sub-contract to deliver UK Apprenticeships in partnership with Brooklands College (www.brooklands.ac.uk) and East Sussex College Group (Sussex Coast College Hastings) (www.sussexcoast.ac.uk). Apprenticeships are an excellent entry into the world of earning whilst learning.

In addition SIRM also delivers short courses:

- English as a Foreign Language
- Boot Camp training Services such as Cyber Security Risk & Compliance specific to the needs of industry and commerce.

The school of Information Risk Management is the trading name of 'Numerica Risk Management Consulting Ltd' which is registered with Companies House as the Holding Company.

■ Vision, Mission & Values

SIRM's Vision is:

'The School of Information Risk Management (SIRM) aspires to provide high quality and highly relevant courses which attract students and staff to benefit society and have national impact in the world of education'

Its Mission is:

'To encourage wide access to education and training by providing high quality teaching and learning, training and higher education experiences.'

The School of Information Risk Management Values are that:

SIRM is committed to providing the highest quality environment for study, employment, and development and to ensuring the wellbeing of our staff and students. Our institutional values of freedom of expression and thought are underpinned by the principles of mutual respect and integrity. We celebrate inclusivity and embrace social responsibilities.

We aim for high quality in all that we do and to create an environment where staff and students can achieve. Our belief is that difference is welcome and embraced.

■ SIRM's Key features

- **Professional Body alignment is a central feature of programmes**
- **Small size offers flexibility**
- **Location is good for advantages of London markets**
- **Programmes are offered on-line, distance-learning as well as site-based**
- **Qualifications are bespoke and can be validated by UK Universities**

■ Market Analysis/Strategy

Large markets still for HE with 532,300 students entering Higher Education in 2015. This was a 3.1% increase on 2014 figures. (Source: UCAS).

A similar number, of 509,400 Apprenticeship starts took place in the same period in the UK. (Source: House of Commons Library).

A combination of University and Apprenticeship programmes gives over 1 million HE & FE (Apprenticeship students) entering the 'learning' market each year. This places SIRM in a favourable position to cater for this growing demand in niche areas needed by the market demands and needs.

To ensure SIRM's business direction is maintained, marketing analysis and strategy must be developed to ensure SIRM is positioned to deliver with the Products and resources when needed.

Products

The main focus of SIRM's products or courses over the next 5 years is suggested to be in the following:

- **Computing**
 - MSc in Cyber Security & Assurance (University validation pending)
 - PgD Information Security & Assurance (ISA) leading to MSc Computing (Top Up)
 - BSc in Information Security and Assurance (University validation pending)
 - ATHE Level 4 Diploma in Information Security and Assurance
- **Management Sciences / Business Studies**
 - MA Information Management
 - Diploma in Strategic Management (leading to MBA) (Level 7)
 - Diploma in Management (Level 6)
 - Extended Diploma in Management (Levels 4 & 5)

- HND in Business
- Health Care Management
 - Diploma in Health Care Management (Levels 6 & 7)
 - Extended Diploma in Management for Health & Social Care (Levels 4 & 5)
 - BSc in Health and Social Care (University validation pending)

The UK Apprenticeship programmes is growing, with 291,330 starts at level (2), 190,870 at level (3) and 27,160 starts at level (4) 2015. And degree apprenticeship titles for new role sets have been introduced 2017.

SIRM's marketing strategy does not appear to need significant change at this point. The School Advisory Board will keep this under review.

Pricing

The pricing of SIRM courses have been set (as per SIRM's website) taking into account previous knowledge of the market, local competitors, location and affiliations. Key concern will be focussed on securing facility for access to individual support for courses. These will be priced competitively.

In terms of Apprenticeships and FE provision, the Apprenticeship pricing policy will be agreed in partnership with providers. However, SIRM's flexibility will be such that it will be in a position to deliver these across the UK as the demand dictates.

The School Advisory Board will continually review SIRM's pricing policy to ensure it is maximising income and entrants to the College.

People

Qualifications being delivered by SIRM will be attractive to local, national and International students.

Whilst the uncertainty of BREXIT is causing some uncertainty amongst students, a number of SIRM's academic programmes can/will be made available where the demand is by opening sites within countries where operations are readily established. This will achieve 2 things:

- It will still allow students to gain UK qualifications through SIRM's affiliations with UK universities
- It will help those whose funds don't extend to coming to the UK and living in London as one of the world's most expensive cities, and provide access to UK qualifications.

In addition, SIRM will be delivering some of its programmes and qualifications by distance/on-line learning, making UK qualifications even more accessible. This is in addition to on-campus studies offered during the day/evenings/weekends.

However, it is less likely that BREXIT will have negative impact on UK Apprenticeships and may create new opportunities for students as the demand grows.

Delivery will be demand led, so SIRM will maintain close monitoring of the employment markets, partly through the work with the Apprenticeship Programme, to ensure that SIRM's provision meets the needs of employers. This work with the SIRM Department will monitor permanent and relevant jobs and careers in the UK for students.

The SIRM Business Advisory Board will continually be reviewing the effectiveness of its programmes to ensure that they reach the students they're intended to reach.

Place

SIRM's main site and Headquarters is based in Ilford, just a few minutes and train stops into central London. Ilford has lower living costs than central London but with easy access to, central London to take advantage of the facilities in London.

SIRM maintains key contacts with qualified staff able to deliver across the UK and beyond so this will facilitate SIRM's intended developments.

However, many students are attracted to London because of its prestige and night-life, so a local site will always be available for such students.

SIRM's marketing approach outlined will be coupled with a marketing plan to raise profile which has already commenced and which includes:

- Sponsorships (SIRM was a sponsor of the ISACA conference in London in 2016 and 2017)
- Representatives from SIRM will attend appropriate academic conferences and exhibitions worldwide and seek to promote SIRM at such events
- International SIRM Approved Agents promoting SIRM programmes within their respective countries
- Local and national advertising in print media such as METRO available around the UK.

The marketing plan will be evaluated by the SIRM Business Advisory Board against the KPI's as agreed within this business plan taking into account Value-for-Money (VFM) and Return-on-Investment (ROI).

■ **Financial Projections**

Set-up costs and projections have been undertaken and will be discussed in full at the School Advisory Board next meeting.

■ **Standards and Approvals**

The School of Information Risk Management (SIRM) is working in accord with the regulatory body responsible for Higher Education (QAA, Hefce). SIRM seeks to locate and review standards and practice as well as those standards managed through regulatory practices. The School Advisory Board will maintain oversight of these review and developments.

The MATRIX Standard

The Matrix Standard is a requirement for the Apprenticeship contract. This enables benchmarking against best practice for elements of Information, Advice and/or Guidance (IAG) for career, learning, work and life goals. IAG is a key responsibility for education providers. MATRIX offers accreditation in this area to build staff capacity and understanding.

The Investors in People (IIP) Standard

The Investors in People Standard helps organisations like SIRM to improve the way that they align their people management strategies to business success criteria. The Standard sets out a clear framework of good practice which helps organisations deliver higher performance through the development of people. It also is an internationally recognised Standard.

These 2 recognised Standards have been selected very carefully by SIRM. By following professional guidance and applying the principles of both the Matrix and the Investors in People Standard, the School of Information Risk Management (SIRM) will not only prove to be a success, but it will also form the platform for further worldwide expansion plans.

The progress against these Standards and Approvals will be monitored by SIRM and the School Advisory Board on a quarterly basis.

■ **Key Performance Indicators (KPI's)**

SIRM's success will be measured against a number of key factors:

- Number of students: retention monitored monthly by SIRM staff and reported to the SIRM School Advisory Board quarterly.
- Client Satisfaction: student voice, monitored quarterly by SIRM staff and reported to the SIRM School Advisory Board 6-monthly.
- Qualifications achieved: progression and awards, monitored quarterly by SIRM staff and reported to the School Advisory Board 6-monthly.)
- Job Outcomes: destinations, monitored quarterly by SIRM staff and reported to the School Business Advisory Board 6-monthly.
- Staff Satisfaction: proud to work with SIRM, monitored 6-monthly by SIRM staff and reported to the School Advisory Board 6-monthly
- Profit (before tax): monitored monthly by SIRM staff and reported to the SIRM staff and reported to the School Advisory Board 6-monthly
- External Standards: meeting and gaining accreditation,
Matrix Accreditation* at start of 2018/19 academic year
IIP Accreditation* at start of 2019/20 academic year
None for 2021/2022 academic year

IIP Gold Accreditation* at start of 2022/2023 academic year
QAA Approval by end of 2019/20 academic year.

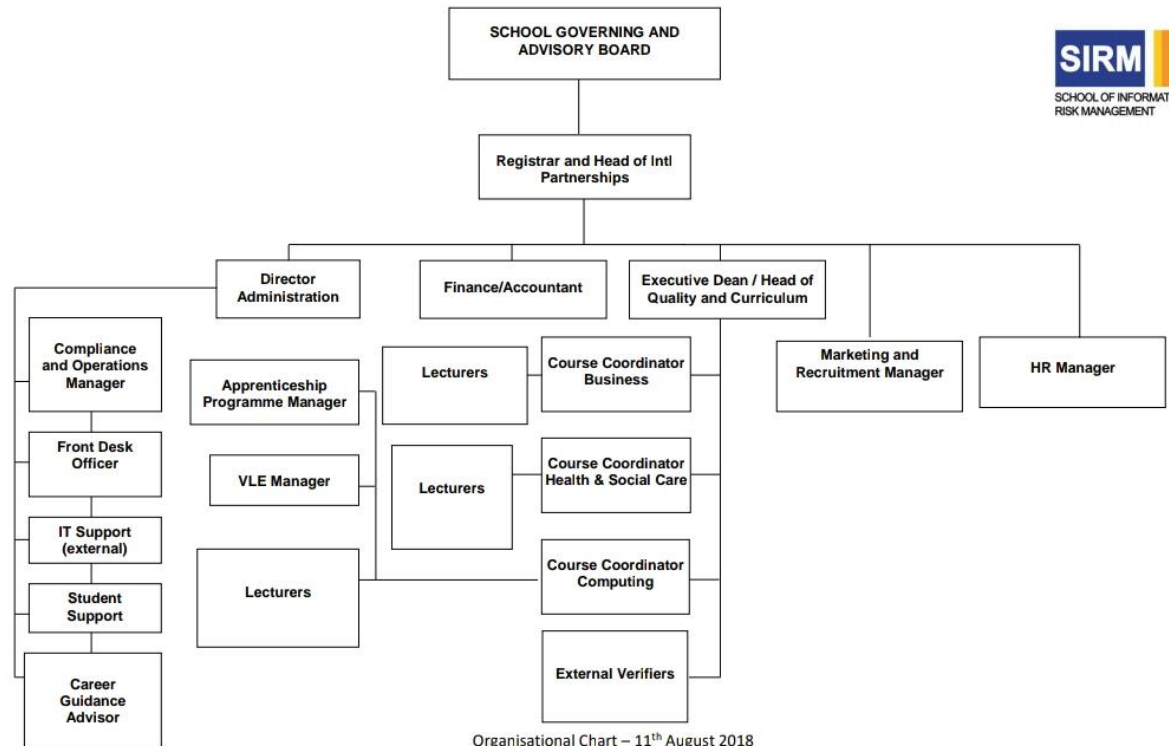
Monitored quarterly by SIRM staff and will be reported to the School Advisory Board 6-monthly.

*SIRM has already employed professional consultants to ensure such Standards are maintained and achieved.

Along with the KPI's SIRM will maintain a risk register. These tools will be used to monitor and evaluate activity at SIRM. They will be used by a newly appointed SIRM School Advisory Board on a quarterly basis to guide and measure the organisation's business success.

In addition, Personal Performance Indicators will be aligned to the organisational Key Performance Indicators at the twice annual Staff Development Review with staff members to build and convey the organisation's working towards a common Vision, Mission, set of Values and KPI's.

■ Appendix I (Organisational Structure as at 6 April 2017)



Organisational Chart – 11th August 2018

www.sirm.ac.uk – info@sirm.ac.uk – 020 7078 7029

The School of Information Risk Management is the trading name of Numerica Risk Management and Consultancy Ltd, company No: 09031204

■ Appendix II (Learning and Development Plan 2016-2017)

Learning & Development Identified	For Whom	For When	Who will deliver this or How will this be addressed	Costs, Time & Expenses	Impact Measurement (Against KPI's)
Networking Opportunities	J Elahi	Sep 2018	Through membership and attendance at appropriate IOD network meetings	(TBA)	Against ALL the organisational KPI's
Business Mentoring	J Elahi	Sep 2018	Through our long-standing consultant	(TBA)	Against ALL the organisational KPI's
Understanding the purpose, principles and workings of the MATRIX and IIP Standards	J Elahi R Galvan D Milasiute	Sep 2018	Through our long-standing consultant and Assessor	.5days	Against ALL the organisational KPI's
Registering as an CIPD Associate	D Milasiute	Sept 2018	Through HR conferences & maintenance of CPD	(TBA)	Against Staff Satisfaction KPI's

Appendix III (Learning & Development Plan 2017-2021)

(Will be completed once relevant Performance Development Reviews PDR's take place)

Learning & Development Identified	For Whom	For When	Who will deliver this or How will this be addressed	Costs, Time & Expenses	Impact Measurement (Against KPI's)