

# Strategic Plan

2021 - 2024



**SIRM | Ilford Chamber, 4th Floor, 11 Chapel Road, IG1 2DR**

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## Introduction

The Board and staff of The School of Information Risk Management (SIRM) believe that education has never been more important to the future of the students we educate and the employers and communities we serve.

It is against the backdrop of the Government's Industrial Strategy, a post-Brexit UK, a world changed forever by an international pandemic and our commitment to social mobility and engagement with our stakeholders that this Strategy has been developed. There has never been a more important time in the UK to invest in high quality technical and professional education which drives the economy and supports rich career opportunities.

In this context of rapid industrial and social change, the strategy re-confirms our continuing investment in and commitment to high-quality learning and teaching, digital learning, our focus on skills development aligned to the needs of our local and regional economies, our culture of continuous enhancement and collaboration, and the importance of our staff, students and our employer partners in all that we do.

**Junaid Elahi**

**CEO and Registrar**

## Our Vision

*To foster the knowledge, confidence and adaptability of our students so that they become our future leaders, helping our economy grow and benefiting society.*

## Our Mission

*Transforming life chances by unlocking potential, growing minds, and supporting success.*

We do this by:

- Delivering an outstanding quality of education;
- Inspiring our students, building confidence and preparing them for their futures;
- Training our students for new or improved careers;
- Providing opportunities to respond to the skills needs of our local communities and employers;
- Positively welcoming all.

## Our Values and Behaviours:

- *Difference*: we value the contribution that each member of our education community makes. We are inclusive, embracing difference and recognise students, learn in different ways and at different rates.
- *Excellence*: we strive for excellence in everything we do. Accountabilities are clear, holding everyone to high standards of performance to secure individual and collective goals.
- *Empowering*: students are supported to own their learning and performance, growing as independent thinkers, resilient and able to respond proactively and positively to challenges and change.
- *Passion*: we are relentless in developing our performance, to ensure we fully contribute to the highest possible quality education for all.
- *Integrity*: We act in an open and honest way. We see respect, honesty and trust as central to the way that we work, we do what we say we will do

## Higher Education at SIRM

At the heart of our continuing vision for HE at SIRM, is our commitment to provide a transformational education experience through a highly responsive curriculum supported by learning and teaching excellence. We secure outstanding outcomes for students, regardless of age or demographic, providing an education that equips them with the knowledge, skills, attributes and qualifications to navigate work, study and life in the 21st century.

We understand the vital role of HE as a key driver for economic and social. We will continue to have ambitious plans to increase the availability and accessibility of higher technical, professional and vocational education that will meet the needs of the local and regional population, as well as business and the economy.

Lifelong learning and widening participation are at the heart of our Teaching and Learning Strategy. We will continue to develop clear routes into, through and progressing beyond HE. We are committed to providing up-skilling and re-skilling opportunities for those who wish to progress further at work. Supporting continuous professional and technical development will remain central to our vision of a ladder of progression and we will work closely with our university partners to raise aspirations and access to postgraduate study.

This strategy recognises that meeting the skills demands of the future will require more than just the acquisition of knowledge and skills; it will involve the mobilisation of knowledge, skills, attitudes and values to meet complex demands. We will develop our future-ready students to have both broad and specialised knowledge.

## Our Strategic Objectives

### Objective 1 - Student Success

We prioritise high-quality teaching, learning and training. Over the period of this plan, we aim to continually improve and develop the student experience so that within the next five years we are described as exceptional by students and their achievements support this.

#### *Linked actions:*

1. Deliver consistently high student outcomes and successful progression for all, relevant to their starting point.
2. Ensure that teaching, learning and assessment is consistently high quality by effective quality assurance.
3. Ensure that students' employability skills and personal development are well developed, including lifelong strategies to support positive mental health and wellbeing, leading to successful careers.
4. Further develop students' understanding and awareness of British Values, Equality, Diversity and Inclusion, including the Prevent agenda.
5. Enable all students to contribute to the improvement of teaching and learning through an inclusive, vibrant and respected Student Voice process.

### Objective 2 - Curriculum Growth

We aim to grow over the period of this plan, adding new programmes in demand from prospective students and employers so that we remain both a financially strong and progressive organisation. We will develop commercial partnerships with organisations that have similar ambitions and values to ourselves in support of our curriculum growth strategy.

#### *Linked actions:*

1. Further, develop commercial partnerships and collaborative opportunities to achieve this strategy.
2. Introduce opportunities for International students to study with us.
3. Develop new online and blended delivery models to widen participation and increase student numbers.
4. Create a flexible 'industry-led vocational HE curriculum in partnership with local and regional employers.
5. Develop an efficient and high-quality apprenticeship offer that meets the needs of employers at all levels.
6. Promote SIRM through a focused marketing and recruitment strategy, strengthening our positioning as an education provider of choice. Review the SIRM brand, and its place in the market, against the ambitions of this plan.

### Objective 3 - Community

We are proud to be part of the local community we serve. Through the specific aims of this plan, we intend to strengthen our relationships with employers and work in partnership with stakeholders to ensure that SIRM remains central to the communities it serves and has a positive and demonstrable impact on the economy.

#### *Linked actions:*

1. Work with strategic stakeholders, including employers, to maximise opportunities, bringing the world of work to the classroom.
2. Explore new partnerships with local community leaders, business leaders and the Council to increase participation in Higher Education by non-traditional groups.
3. Work with business leaders to ensure our curriculum is relevant and fit for the future.

### Objective 4 - Organisational Capacity

We will value, develop and recognise staff through highly effective support that will provide the best quality experience for our students. Our learning environments and resources will mirror those of industry to ensure our students develop the very latest industry skills.

#### *Linked actions:*

1. We will value, respect and recognise our staff contribution and ensure we retain, attract and recruit high calibre staff.
2. Work in partnership with staff, valuing their opinions and contributions, to be recognised as an employer of choice with excellent staff communication.
3. Enhance the performance and contribution of staff through highly effective support, training and development, linked to the Performance Management Review including succession planning at all levels.
4. Create and promote further opportunities for staff to improve their health and well-being; ensure that staff enjoy and value their time at work.
5. Ensure an equitable and fair workload for all staff.
6. Provide support to ensure staff are well qualified for their roles, including relevant and recent industry skills, enabling them to thrive in both the physical and virtual world of education.

### Objective 5 - Financial Results

We will continue to have financial integrity and balance affordable investment with prudent financial management. We will continue to diversify and grow our income streams to ensure our sustainability and become a more commercially focused organisation.

#### *Linked actions:*

1. Establish a long term financially secure cash position and positive budget.
2. Increase the local market share of adults on HE programmes or apprenticeships.
3. Bid for projects/grant applications that support our strategic aims.
4. Maximise value from existing resources with due care for environmental impact.
5. Continue to deliver value for money by identifying opportunities for efficiency savings, and by effective procurement, working in partnership with suppliers and stakeholders.
6. Continue to review our Estates Strategy as our curriculum grows.