



CORPORATE PLANNING STATEMENT, 2010/11

Introduction

1. The University adopted its current 5 year Strategic Plan in January 2007. The Plan envisaged an exciting future for the University and includes a clear statement of the University's values and ambitions. The Plan seeks to build on strengths and extend further the University's reputation for providing excellent, inclusive higher education.
2. The University has adopted a set of values to inform its future vision – to develop, promote and protect values of intellectual openness, honesty and love of learning, and a deep commitment to human equality and dignity. The University's values and ambitions are encapsulated in the final section of the Plan: to inspire, to include and to innovate.
3. The Strategic Plan commits the University to significant growth, both in size and in impact on the region it serves. The University will, by the end of the life of the Plan, provide substantially more higher education opportunities and, through the construction of its new city centre campus, will have contributed to the regeneration of the City of Worcester, and the development of a new cultural and learning quarter. In order to achieve these ambitions the Strategic Plan identified aims, objectives, success criteria and key strategic risks within five areas:-
 - An outstanding student experience
 - Generating knowledge and promoting enterprise
 - A first class university for the region
 - High achieving staff in a well led University
 - Sustainable development, excellent facilities
4. In its annual corporate planning statement, the University seeks to set key strategic priorities for the following 12 month period, which will ensure that progress is made towards the fulfilment of the aims and objectives of the Strategic Plan, 2007-2012. In turn, individual academic and support departments compile annual planning statements as a framework. Academic departments produce their own plans using the same principal headings as the corporate planning statement; service departments are required to identify key priorities for the subsequent year, and for the medium term development of the service, and to show how the service will support the achievement of the University's key strategic objectives.
5. At a special meeting of the Board of Governors held on 19th June 2010, the Board undertook a "mid-term" evaluation of achievement against the Key Success Criteria in the Strategic Plan. The task of considering the formulation of a new strategic plan

for the period 2012-17 was initiated. A document has been produced summarising progress against the 2007-12 Plan and revising those success criteria which have been affected or superseded by subsequent events and developments within HE. The Board, as it has done previously, will undertake a process of widespread consultation within the University and with external stakeholders to inform the new strategic plan in order to re-define the educational character and mission of the University. It is anticipated that this process will be undertaken throughout the 2010/11 session, culminating in the adoption of a new Strategic Plan at the start of the 2011/12 academic year.

6. The remainder of this statement reviews progress against the key strategic and specific priorities and targets identified in the Corporate Planning Statement 2009/10 and identifies priorities for 2010/11.

Strategic Priorities, 2009/10

7. The 2009/10 Corporate Planning Statement identified 7 key strategic priorities:-

- i) *To undertake a mid-cycle review of the University's Strategic Plan, 2007-2012, and to recommend amendments to the Board of Governors as appropriate.*

A mid-cycle review of the Strategic Plan 2007-2012, was undertaken at a special meeting of the Board of Governors that took place on 19th June 2010.

- ii) *To improve further rates of student satisfaction, retention, progression and achievement; this will include the implementation of measures to improve the tracking of students identified in 2008/09 and to encourage better engagement with the assessment process, and a review of assessment strategies.*

A number of measures to improve the tracking of students have been introduced through SOLE (the Student On Line Environment based on SITS E-Vision). These measure include: the full implementation of the electronic receipting of assignments; automatic reminders to students who fail to submit by the deadline reminding them they have a further 5 days in which to submit work which will still be marked at the minimum pass grade; message to personal tutors and course leaders identifying students who have failed to submit assignments so that appropriate intervention can be made.

HEFCE Performance Indicators published in 2009/10 show that non-continuation rates remain at approximately the same levels as previously (11% against a benchmark of 10%). In the summer of 2009, the Vice Chancellor established a Task and Finish Group, chaired by the Registrar and Secretary. The work of the Group has stimulated university-wide discussion on student satisfaction, student retention and levels of achievement. A staff conference was held in January 2010, attended by almost 200 staff which discussed a number of themes, and the Group continues to work in a number of areas (including the First Year Experience and Personal Tutoring). The Vice Chancellor has attended meetings in all academic and service

departments when measures to improve and enhance the student experience have been discussed. There is a high level of engagement.

A particular issue has been non-submission of assignments. Measures introduced in 2008/09 were monitored for their impact on rates of non-submission. Data for the first semester showed that there had only been very marginal improvement and as a result a number of measures previously identified were re-considered and introduced. These will apply to all students from the 2010/11 session and include the loss of the automatic right to reassessment following non-submission or non-attendance at an examination, and the abolition of the 24 hours late submission rule.

Assessment strategies, especially in the first year (Level 4) have been reviewed and a new set of Principles for Assessment at Level 4 have been introduced.

The results of the 2009 National Student Survey showed a slight overall diminution in overall satisfaction, which was disappointing. All areas of the University have responded to the issues raised and measures have been introduced to ensure that students are advised of the University's response.

- iii) *To ensure that application levels for the University's undergraduate courses are at least maintained at the levels achieved in 2008/09, and to develop further study opportunities at postgraduate level to increase the proportion of the University's student population taking postgraduate level qualifications.*

Applications to the University through UCAS have increased by 30% (15% nationally) and according to UCAS data the University has achieved the third highest increase in applications (68%) in the last three years of all institutions in the UK. A number of new initiatives at postgraduate level are in progress, including the roll out of a Work Based Learning Framework; the work is being led by the Deputy Vice Chancellor and the Director of Regional Engagement. The number of postgraduate students currently registered in 2009/10 is 1742 (19%) compared to 1655 (20%) in 2008/09, and 1590 (20%) in 2007/08.

- iv) *To complete Phase A of the city campus development and to plan and prepare for the move of the Business School to the new site in 2010 and to review and agree the nature of and timescale for Phase B.*

Work on Phase A is on schedule and the City Centre site will open in September 2010. Some 85-90 staff will be relocated to the refurbished historic buildings which also provide space to teach over 500 students. Main users will be the Worcester Business School, but other institutes will also make use of the buildings.

The Board continues to review plans for Phase B in the context of the economic climate and the particular financial circumstances of the University. Discussions within the Board, and with HEFCE, continue but no decision on further borrowing has been taken and any application to HEFCE either for

further permission to borrow or for a further application to the Strategic Development Fund, has been deferred.

- v) *To prepare a new estates strategy which will integrate into one strategy the development of the University's three main sites.*

Considerable progress has been made in a year when the strategic context has shifted rapidly and unpredictably. A number of meetings of the Board of Governors or its sub-committees have considered the estates strategy in the context of the changing financial situation (Board 19th October 2009 and 19th June 2010; Finance & Development Committee 26th April 2010). A strategic summary of Capital Developments strategy and implementation was prepared following the October Board and discussed in detail with HEFCE in December 2009. This provided a coherent and integrated overview of development at all the University's sites.

Discussions (including with HEFCE) led to the decision to review the existing Stock Condition Survey of the St John's site. This will take place in July and August 2010. A new Residential Services Manager has been appointed in facilities and in due course she and colleagues will prepare a formal strategy for the University's accommodation in the light of recently achieved increased in student numbers. A complete review of the University's environmental and sustainability strategies and approaches has taken place and the revisions were adopted in the summer of 2010.

Together, these initiatives constitute essential preparatory work for the preparation of the full Estates Strategy which will now take place in 2010/11.

- vi) *To maintain a surplus budget, within the limits in HEFCE guidance, in order to retain the confidence of funders in the University's ability to manage the capital development programme and to assure the University's capacity to deal with anticipated further constraints on public finances.*

The forecast out-turn for 2009/10, prior to external audit, shows a surplus of £3,212,000; prior to the release from the revaluation reserve (approx 5% of income).

- vii) *To support staff to develop the skills and capabilities to achieve high levels of staff and student satisfaction and achievement.*

The University continues to invest time and resources in recruiting and supporting staff to achieve high levels of achievement. Measures in 2009/10 include: the implementation of the new Staff Development Framework which has been the subject of discussion at the management team meetings of all academic and service departments and which is being piloted in 4 areas of the University; further roll-out of the Leadership Development Programme, which is addressing the quality of leadership at all levels in the University (in 2009/10 a total of 278 staff engaged in the Leadership Development programme (compared with 125 in 2008/09)); revisions to the University's appraisal scheme to ensure it accords with the principles of the Staff

Development Framework; and the continuing commitment to the Rewards Schemes for all staff, which have been retained despite the challenging economic circumstances. The University was rated in the top 75 Places to Work in the Public Sector by the Sunday Times.

8. Progress against the targets in the six areas included in the 2009/10 statement is summarised at [Appendix 1](#).

Strategic Priorities, 2010/11

9. In 2010/11 the University's key strategic priorities will be:
- i) To formulate a new Strategic Plan for the period 2012-2017
 - ii) To agree with the Board a revised vision and strategy for the University's physical development in the period 2010-2017.
 - iii) To achieve the additional student numbers awarded to the University through the Modernisation Fund and to make significant progress towards meeting the existing ASNs previously awarded for the 2010/11 session, but within the Maximum New Student Control Number.
 - iv) To respond creatively to the reduction in public spending and its impact on the University, to maintain a surplus budget and to increase and diversify income from "unregulated" sources.
 - v) To implement the new Research and Knowledge Transfer Strategy, and the University's newly acquired Research Degree Awarding Powers, should these be confirmed by the Privy Council.
 - vi) To continue to improve levels of student satisfaction, retention, progression and achievement, and to monitor the impact of the measures to be implemented in 2010/11.
 - vii) To achieve a positive outcome from the University's Institutional Audit in 2011
 - viii) To undertake an effectiveness review of the Board of Governors and its sub-committees.
10. Within the areas highlighted by HEFCE, the following priorities have been identified:-

Governance and Management

- To implement the recommendation from the HEFCE Review of Governance in 2009/10, to present an annual report to the Audit Committee on VFM activities.
- To ensure that the new governance arrangements for the Worcester Joint Library and History Centre are implemented effectively, and monitored for their fitness for purpose.
- To continue to improve the University's capacity to maximise income through the use of University facilities for external conferences and other events.
- To obtain Board approval for the University's new Single Equalities Scheme (March 2011).
- To evaluate the impact of the Leadership Development project, especially in the context of the perception of the quality of leadership and management at the University.

- To implement the outcomes of the 3 year review of the effectiveness of Academic Board and its sub-committees, undertaken in 2009/10
- To enhance the effectiveness of the Executive Management Board's contribution to the strategic leadership and management of the University
- To pilot in four areas of the University, the use of the Staff Development Framework to produce detailed staff development plans at departmental level.
- To revise the planning process to accommodate an approach which stresses the continuous improvement of service provision and which provides a mechanism for monitoring annually the quality of services provided.
- To roll-out the Worcester Award

New Academic Developments

- To complete the review of postgraduate provision
- To commence a strategic review of the academic management and structure of the undergraduate course portfolio
- To complete the work of the task and finish groups reviewing the first year student experience and personal tutoring
- To strengthen student engagement in the quality management of courses through implementation of the revised Student Academic Representatives process and the introduction of an internal student experience survey.
- To implement the Work Based Learning Framework at undergraduate and postgraduate levels.
- To establish the Centre for Ethical Leadership in order to develop a coherent and distinctive programme of courses, seminars and conferences.

Research and Knowledge Transfer

- To undertake detailed preparation for the REF
- To build further on the launch of the National Pollen and Aerobiology Unit, especially in relation to the Unit's income generating activities
- To build on the work of the Business Development Office and the Lifelong Learning Network, to create a programme of enterprise and employability initiatives, including a self-supporting salaried graduate internship scheme, SPEED programme and student placement web-site
- To monitor the impact of the requirement for staff to develop four year research plans.

Estates, Facilities and Sustainability

- Building on 9ii above, to agree a new Estates Strategy and to progress plans for the development of University Park
- To complete the refurbishment of the Riverside Building
- To manage effectively the move from a single to a multi-site University
- To continue to plan for the transfer of the University library service to the new site in 2012
- To finalise plans for the re-use of the Pierson Building as a learning facility and a student services function (in its broadest sense).

- To implement the revised Carbon Management Strategy and achieve the University's environmental targets for 2010/11
- To secure funding, through fund-raising and other services, for the Worcester Indoor Arena

Regional Activities

- To agree a revised strategy for the University's partnership activities, "Partnerships for Progression", with partner colleges, schools and other organisations
- To implement and develop further the University's Widening Participation Strategy, through the work of the Widening Participation Strategic Assessment Strategy Group
- To retain full involvement, as the Lead HEI, in the Extension of Aim Higher (AH) and to plan for the embedding of highly regarded AH work, such as mentoring in the event that funding is terminated.
- To contribute further to a HE strategy for Herefordshire
- To consolidate the University's developing relationship with its community, making a full contribution to the ambition to establish Worcester as a first rank Cathedral and University city.

International Activities

- To undertake a review of the University's international activities, and in particular building capacity to grow the number of international students, through the work on task-and-finish group
- To build on the Ball State summer school programme and the emerging Junior Year Abroad programme with University of Minnesota, Duluth, to provide further similar opportunities with international partners.



CORPORATE PLANNING STATEMENT: 2009/2010 IMPLEMENTATION PLAN

A	KEY STRATEGIC PRIORITIES	PROGRESS
1.	To undertake a mid-cycle review of the University's Strategic Plan, 2007-2012, and to recommend amendments to the Board of Governors as appropriate.	The mid-cycle review of the Strategic Plan 2007-2012 will be undertaken at a special meeting of the Board of Governors scheduled to take place on 19 th June 2010.
2.	To improve further rates of student satisfaction, retention, progression and achievement; this will include the implementation of measures to improve the tracking of students identified in 2008/09 and to encourage better engagement with the assessment process, and a review of assessment strategies.	<p>A number of measures to improve the tracking of students have been introduced through SOLE (the Student On Line Environment based on SITS E-Vision). These measures include: the full implementation of the electronic receipting of assignments; automatic reminders to students who fail to submit by the deadline reminding them they have a further 5 days in which to submit work which will still be marked at the minimum pass grade; message to personal tutors and course leaders identifying students who have failed to submit assignments so that appropriate intervention can be made.</p> <p>HEFCE Performance Indicators published in 2009/10 show that non-continuation rates remain at approximately the same levels as previously (11% against a benchmark of 10%). In the summer of 2009, the Vice Chancellor established a Task and Finish Group, chaired by the Registrar and Secretary. The work of the Group has stimulated university-wide discussion on student satisfaction, student retention and levels of achievement. A staff conference was held in January 2010, attended by almost 200 staff which discussed a number of themes, and the Group continues to work in a number of areas (including the First Year Experience and Personal Tutoring). The Vice Chancellor has attended meetings in all academic and service departments when measures to improve and enhance the student experience have been discussed. There is a high level of engagement.</p>

		<p>A particular issue has been non-submission of assignments. Measures introduced in 2008/09 were monitored for their impact on rates of non-submission. Data for the first semester showed that there had only been very marginal improvement and as a result a number of measures previously identified were re-considered and introduced. These will apply to all students from the 2010/11 session and include the loss of the automatic right to re-assessment following non-submission or non-attendance at an examination, and the abolition of the 24 hours late submission rule.</p> <p>Assessment strategies, especially in the first year (Level 4) have been reviewed and a new set of Principles for Assessment at Level 4 have been introduced.</p> <p>The results of the 2009 National Student Survey showed a slight overall diminution in overall satisfaction, which was disappointing. All areas of the University have responded to the issues raised and measures introduced to ensure that students are advised of the University's response.</p>
3.	To ensure that application levels for the University's undergraduate courses are at least maintained at the levels achieved in 2008/09, and to develop further study opportunities at postgraduate level to increase the proportion of the University's student population taking postgraduate level qualifications	<p>Applications to the University through UCAS have increased by 30%(15% nationally), and according to UCAS data the University has achieved the third highest increase in applications (68%) in the last three years of all institutions in the UK. A number of new initiatives at postgraduate level are in progress, including the roll out of a Work Based Learning Framework; the work is being led by the Deputy Vice Chancellor and the Director of Regional Engagement. The number of postgraduate students currently registered in 2009/10 is 1742 (19%) (compared to 1655 (20%) in 2008/09, and 1590 (20%) in 2007/08)</p>
4.	To complete Phase A of the city campus development and to plan and prepare for the move of the Business School to the new site in 2010 and to review and agree the nature of and timescale for Phase B	<p>Work on Phase A is on schedule and the City Centre site will open in September 2010. Some 85-90 staff will be relocated to the refurbished historic buildings which also provide space to teach over 500 students. Main users will be the Worcester Business School, but other institutes will also make use of the buildings.</p> <p>The Board continues to review plans for Phase B in the context of the economic climate and the particular financial circumstances of the University. Discussions within the Board, and with HEFCE, continue but no decision on further borrowing has been taken and any application to HEFCE either for further permission to borrow or for a further application to the Strategic Development Fund, has been deferred.</p>
5.	To prepare a new estates strategy which will integrate into one strategy the development of the University's three main sites	<p>Considerable progress has been made in a year when the strategic context has shifted rapidly and unpredictably. A number of meetings of the Board of Governors or its sub-committees have considered the estates strategy in the</p>

		<p>context of the changing financial situation (Board 19th October 2009 & 19th June 2010; Finance & Development Committee 26 April 2010). A strategic summary of Capital Developments strategy and implementation was prepared following the October Board and discussed in detail with HEFCE in December 2009. This provided a coherent and integrated overview of development at all the University's sites.</p> <p>Discussions (including with HEFCE) led to the decision to review the existing Stock Condition Survey of the St John's site. This will take place in July and August 2010. A new Residential Services Manager has been appointed in facilities and in due course she and colleagues will prepare a formal strategy for the University's accommodation in the light of recently achieved increases in student numbers. A complete review of the University's environmental and sustainability strategies and approaches has taken place and the revisions were adopted in the summer of 2010.</p> <p>Together, these initiatives constitute essential preparatory work for the preparation of the full Estates Strategy which will now take place in 2010/11.</p>
6.	To maintain a surplus budget, within the limits in HEFCE guidance, in order to retain the confidence of funders in the University's ability to manage the capital development programme and to assure the University's capacity to deal with anticipated further constraints on public finances	The forecast out-turn for 2009/10, prior to external audit, shows a surplus of £3,212,000, prior to the release from the revaluation reserve (approx 5% of income)
7.	To support staff to develop the skills and capabilities to achieve high levels of staff and student satisfaction and achievement.	The University continues to invest time and resources in recruiting and supporting staff to achieve high levels of achievement. Measures in 2009/10 include: the implementation of the new Staff Development Framework which has been the subject of discussion at the management team meetings of all academic and service departments and which is being piloted in 4 areas of the University; further roll-out of the Leadership Development Programme, which is addressing the quality of leadership at all levels in the University (in 2009/10 a total of 278 staff engaged in the Leadership Development programme (compared with 125 in 2008/09)); revisions to the University's appraisal scheme to ensure it accords with the principles of the Staff Development Framework; and the continuing commitment to the Reward Schemes for all staff, which have been retained despite the challenging economic circumstances.. The University was rated in the top 75 Places to Work in the Public Sector by the Sunday Times.
B	GOVERNANCE & MANAGEMENT	PROGRESS
1.	To agree with the Board of Governors, a framework for the Board's	Proposals for the framework will be considered by the Board of Governors at its

	next review of its own effectiveness (Scheduled for 2010/11)	July meeting
2.	To achieve a positive outcome of the HEFCE Assurance Review (scheduled for October 2009)	The HEFCE Assurance Review took place in November 2009. The outcome of the review was that the Funding Council can place reliance on the accountability information, the highest level possible.
3.	To implement the new 'Framework for Staff Development: High Achieving Staff in a Well-led University' (Adopted in July 2009)	A sub-set of the working group which devised the Framework has continued to meet to oversee the implementation of the Framework that was adopted in the summer of 2009. The appraisal scheme has been reviewed and the programmes of all the delivery agents of staff development in the University have been evaluated against the Framework and arrangements made for their cross-referral to the values, principles and capabilities in the Framework. A central on-line booking scheme bringing together the programmes of Personnel, Academic Development and Practice Unit, Information and Learning Services, the Graduate Research School and other providers of staff development has been developed. A number of departments are participating in a pilot to produce department specific staff development plans based on the Framework (Institute of Education, ILS, Facilities and Sport and Exercise Science)
4.	To build on the progress made in establishing a fundraising programme through the Endowment Committee, and the strategy on Alumni Relations	Work has continued to support the Deputy Vice Chancellor Emeritus in her fundraising and endowment role. The appointment of an alumni, fundraising and endowment officers has ensured that progress has been made in a number of areas. Significantly, various fundraising initiatives have been identified and communications material to support these initiatives has been produced. Alumni now receive two issues of Spirit a year and this year's alumni reunion is planned to accommodate a significant number of alumni from across the decades. An alumni fundraising campaign has also been launched. Approximately £8000 has been raised to date this academic year, the majority of which will be match funded.
5.	To ensure that the University's Audit Committee is able to discharge its new responsibility to give an opinion on the accuracy of the University's data	In September 2009, a presentation was made to members of the Audit Committee on the arrangements in place to ensure the accuracy of data in the University record systems and in external returns, with particular emphasis on the student record system and the HESES and HESA returns. A separate presentation to the Committee on the TRAC Return was also provided. The internal audit service undertook an audit of data accuracy which provided an adequate level of assurance. These activities allowed the Audit Committee to

		provide the Board with a positive opinion on the accuracy of the University's data.
6.	To ensure that all the recommendations and actions arising out of the Risk Maturity Audit (completed in 2008/09) are fully implemented.	All the recommendations arising out of the Risk Maturity Audit undertaken in 2008/09 have been implemented
7.	To monitor the capacity and effectiveness of the University in managing the expanded estate, including the new Halls of Residence	The University has appointed a new Residences Manager and a new accommodation management system is scheduled to go live in June 2010. The impact of the extended estate on the community has been monitored, particularly in the context of the number of complaints. The University, together with external authorities, has been vigilant in addressing problems and staff in Facilities and Student Services have worked increasingly co-operatively in this important area. Further new arrangements will be introduced in 2010/11. By and large, Facilities has coped well in managing the expanded estate. The University continues to monitor the impact of the increased number of buildings and staffing levels have been adjusted. The number of new posts is being monitored to ensure that resources are carefully targeted.
8.	To develop a strategy to maximise the use of University facilities for external conferences and other events	The Director of Corporate Projects has undertaken a year-long project to market the University estate. A new web-site has been developed; a new costing and pricing policy has been introduced; new marketing materials have been developed; the estate has been inspected by tourist agencies and has been awarded a Quality in Tourism 3 star rating for self catering accommodation. The impact so far is that income from these activities in 2009/10 will be in the region of £455k (£160k in 2008/09) and this is in spite of a programme of refurbishment at St John's Halls of Residence. Completion of Phase A of the City Campus will provide opportunities for further increased activity in summer 2011. Income projections for 2010/11 amount to £625k
9.	To respond appropriately to the Single Equalities Bill	An Action Plan has been developed and adopted by the Diversity & Equality Committee which commits the University to present for approval a Single Equalities Scheme to the March 2011 Board of Governors.
C	NEW ACADEMIC DEVELOPMENTS	PROGRESS
1.	To complete the review of the Learning, Teaching and Assessment Strategy	A new draft Learning, Teaching and Assessment Strategy was presented to the University's Academic Standards and Quality Enhancement Committee at its April meeting, which was very well received. A further draft will be presented to the June meeting of the Committee, and subsequently to Academic Board.
2.	To prepare for the implementation of Academic Board's decision to relocate reassessment from September to July with effect from the 2010/11 session	A task and finish group was established to plan the implementation of the changes to the calendar. The group met in the period September to December 2009. Communication with staff was managed through an all users email and

		meetings with staff internal to the University and at partner organisations to explain the changes and to provide an opportunity for staff to raise issues. A planning group has been established to populate the programme for the two Student Development Weeks and proposals will be brought forward before the end of the current session. The Students' Union is fully involved in the process.
3	To monitor the pilot on electronic feedback to students and to consider its roll-out in 2010/11	The pilot on electronic feedback has been well-received by students and staff and the University's Executive Management Board has approved a recommendation (from the Student Experience Task and Finish Group) to allow all staff who wish to, to engage with the system in 2010/11 and to roll out the system completely in 2011/12
4.	To consider further the recommendations arising out of the thematic review of the independent study (completed in 2009/10) and to agree any changes for implementation in 2010/11	Academic Board has agreed that the undergraduate independent study will no longer be a mandatory requirement from 2011/12; proposals to withdraw the study in individual programmes of study will need to demonstrate how alternative methods of assessment will assess relevant skills of enquiry and understanding.
5.	To implement and evaluate the revised arrangements for annual monitoring, now referred to as 'Annual Evaluation'	The annual monitoring of the quality and standards of all courses in 2008/09 was undertaken using the new 'Annual Evaluation' Procedures. The Academic Standards and Quality Enhancement Committee and Academic Board considered the implementation of the new procedures to have been successful, and the objective to introduce a more risk-based approach with an increased emphasis on quality enhancement had largely been achieved.
6.	To begin preparation for the Institutional Audit, scheduled for 2011	Two groups have been established – an Institutional Audit Working Group which is a representative group with a membership drawn from academic and service departments across the University, and an Institutional Audit Action Group with a smaller membership (Deputy Vice Chancellor, Director of Quality and Educational Development, Registrar & Secretary, Head of Registry Services, AQU Manager, Head of Collaborative Provision) whose role is to monitor an action plan to inform preparations for the Institutional Audit. The Action Group reports directly to VCAG. Presentations have been made to key groups and early drafts of sections of the Institutional Briefing document have been produced. The Students' Union have begun their own preparation.
7.	To complete the review of the University's arrangements for considering academic offences, and the Procedures for Investigating Allegations of Cheating.	The new Procedures will be presented to the Representations Committee and subsequently to Academic Board for final approval in June/July 2010, after widespread consultation. The new Procedures will be implemented in 2010/11.
D	RESEARCH AND KNOWLEDGE TRANSFER	PROGRESS
1.	To implement the new strategies on Research and Knowledge Transfer, Enterprise and Innovation	The new Research and Knowledge Transfer Strategy, with an accompanying Action Plan, was approved by Academic Board in April 2010. Individual academic departments are now producing their own plans based on the

		strategy.
2.	To ensure the successful launch of the new Allergy Testing Service, part of the University's National Pollen and Aerobiology Research Unit	The new service was launched at a very successful event, attended by the University's Chancellor, HRH Duke of Gloucester, in December 2009. The progress of the Unit has inevitably been affected by the retirement on grounds of ill health of the Director, Professor Jean Emberlin. The Head of the Institute of Science and the Environment, Professor John Newbury, has served as Acting Director since January 2010. A new Director has been appointed, Professor Roy Kennedy, currently of the University of Warwick. The new Director will take up his position in September 2010. The existing work of the Unit has been maintained and a new business plan has been developed by the Unit's Business Development Manager. A Steering Group, which includes membership from AWM, has met throughout the session.
3.	To ensure the successful launch of the new research centre, 'The Association of Dementia Studies'	The Association was formally launched on 31 st March 2010, to coincide with the inaugural lecture of the Association's Director, Professor Dawn Brooker. It was a very successful occasion. The Association, in its first year, has generated £635k of external income (this includes start-up grants of £327k).
4.	To respond appropriately to the outcomes of the University's application for research degree awarding powers	Although the final outcome of the University's RDAP application is not yet known (it is currently with the Privy Council), discussions are taking place with Coventry University about winding up the accreditation agreement and draft University of Worcester Research Degrees Regulations are under consideration. The membership and terms of reference of the Research Degrees Board have been amended in anticipation of RDAP
5.	To being preparations for the next research assessment exercise, the REF	Although the precise date and format for the next research assessment exercise, the REF, remains uncertain, a small group that will direct the University's preparation for it has been established. The work will be led by the Deputy Vice Chancellor, assisted by the University's Director of Research Support and Training. The new Research and Knowledge Transfer Strategy is an important development in this context (the Strategy includes a requirement for all academic staff to develop a 4 year research plan, which will be outputs based and this will be very relevant in the context of those staff with the potential to be included in the REF)
6.	To stimulate further progress in the number of successful applications for external funding.	The number of applications to major UK research funders increased in 2008/09 and this trend has continued in 2009/10, Applications have been made (or are in train) to UK Research Councils, such as NERC, ESRC and AHRC, and major UK charities, including the Leverhulme Trust, the Wellcome Trust, the Joseph Rowntree Trust and the British Academy. This is a pleasing development since historically Worcester has submitted very small numbers of applications, if any, to such major and prestigious funders. National success

		<p>rates for these funders (for post 92 and new universities) fall between 10% and 20% and Worcester's success rate is within this range.</p> <p>The University has also been successful in bids for external funding for evaluation and consultancy projects, particularly through the work of the Association for Dementia Studies which has been funded for its work by the Department of Health, NHS Coventry, West Midlands SHA, the Worcestershire Mental Health Partnerships, reflecting both its regional and national significance; the <i>Centre for People at Work</i>, which has worked with Hereford and Worcester Fire and Rescue, the Federation of Small Businesses and the Santa Monica Trust among others. This reflects the University's commitment to increasing its income from knowledge transfer activity.</p> <p>It is the intention in 2010/11 to monitor more closely applications for research funding and consultancy bids, both successful and unsuccessful, and for regular reports on application figures and research and KT income to be presented to Research and Knowledge Transfer Committee and other relevant committees. It is hoped that as well as allowing a fuller appreciation of the University's research income, it will also act to develop further a culture in which applications for research funding are part and parcel of what Worcester's academic staff do.</p>
E.	ESTATES AND FACILITIES	PROGRESS
1.	With Worcestershire County Council, to achieve financial close on the PFI project to build a Worcester Joint Library and History Centre and to move to the construction phase of the project.	Financial close was achieved in January 2010 and the construction phase of the project commenced immediately thereafter. The anticipated completion date of the project remains Spring 2012.
2.	To undertake a masterplanning exercise of the Grove Farm site	The masterplanning exercise for the Grove Farm site is underway and the appointment of a development partner is under consideration.
3.	To evaluate and adjust as appropriate, the plan for Phase B of the city centre campus	See A4 above
4.	To agree the scope and location of the provision of additional indoor sports facilities	Two adjacent sites have been purchased at Hylton Road, Worcester to provide additional indoor sports facilities. One, a former car dealership, will be refurbished during the remainder of 2010 to provide facilities for sports and performance subjects such as dance, alongside general teaching facilities and a social learning/internet cafe space for students studying at Hylton Road and at the City centre site. A design has

		<p>been approved, contractor appointed and work started. The building will be completed in January 2010.</p> <p>The adjacent site (of the former Fruit and Vegetable Market) will be the site of the proposed Worcester Arena, a large indoor sports arena seating 1500 people. The site has been cleared, consultants appointed and the design is well underway. The primary emphasis of the Arena will be sports, especially disability basketball and netball, but it will have some flexibility to host other events including University events, small concerts, etc</p> <p>The funding package for the Arena is under development, and a fund-raising committee has been established and is preparing for the public launch of the project at the 'Learning Through Sport Day' in June 2010.</p>
5.	To achieve the University's environmental targets for 2009/10, including the milestones in the Carbon Management Programme and to prepare for the new carbon reduction commitment.	<p>The University has achieved its environmental targets for 2009/10 and the milestones in the Carbon Management Programme. Its environmental performance has been recognised nationally through the achievement of EcoCampus Gold and then Platinum awards in the same year (the first University to achieve this for all its sites), and by maintaining its 'first class honours' position in the People and Planet Green League table of universities environmental performance.</p> <p>A full review of the University's approach to carbon management has been undertaken and detailed changes to our management of the area and our strategies for reducing carbon emissions have been agreed. Included in this are proposals for radical new approaches which have the potential to further raise the University's profile in this area.</p>
F.	REGIONAL ACTIVITIES	PROGRESS
1.	To agree the arrangements for taking forward the work of the Lifelong Learning Network, the funding for which will cease at the end of the 2009/10 session.	Funding for the LLN is now secure until December 2010. A proposal to take forward the work of the Network will be considered by VCAG in June 2010
2.	To contribute to a strategy for HE in Herefordshire, in the context of any decision on the future of the policy on HE centres.	The decision not to proceed with the funding of HE Centres means that the Strategy for HE in Herefordshire will now be pursued through the University's Directorate of Regional Engagement. The University remains the lead institute for HE in Herefordshire: the strategy will continue to be the promotion of HE to ensure that there remains a local provision through the University's partner organisations in Herefordshire and that progression opportunities from FE to HE are promoted. Existing networks, including the LLN, will be used to take forward the Strategy.
3.	To monitor the success of the University's Graduate Internship Scheme	The University's Graduate Internship Scheme has been very successful and the 2009/10 target of 50 internships was achieved. The scheme will continue

		into 2010/11 with an increased target of 125 internships. The success of the Scheme has earned the University widespread publicity and support. Every opportunity will be taken to use the Scheme as an impetus for the provision of other services to those companies and organisations that have hosted interns.
4.	To continue to co-operate with and respond positively to the City of Worcester's scrutiny of the impact of the University on the City	The City's scrutiny has not been taken forward as envisaged, although the University has continued to make itself available to co-operate with the project. The University's Community Forum, whose membership includes representation from the City and County Council, has continued to serve as a forum for discussion of the University's impact on the City, including for the presentation of plans for the University's physical expansion.
5.	To work with partner colleges and other organisations to ensure that HE provision meets the needs of the population with particular reference to the challenges associated with the recession.	The University has continued to work with a very wide range of partners. Cuts in HE and FE have inevitably impacted on the University's ability to support all the initiatives which partners would like to promote. In recognition of this, and the likelihood that the economic climate will remain difficult for the foreseeable future, the University has begun a review, which will include consultation with partner organisations, of the future strategy for partnership, recognising that this remains a central strand for the University's regional engagement activities.
G	INTERNATIONAL ACTIVITIES	PROGRESS
1.	To complete a review of the University's international activities and in particular measures available to increase the number of non-EU students.	This review has not been completed but the review of the University's postgraduate provision has taken full account of the need to develop provision that will attract international students, and the International Office is fully involved in this review.