



# Operational Plan

2015 - 2020

## Introduction

The University of Northampton's Operational Plan 2015-2020 outlines the high-level actions which will be taken to advance the institution's mission, its four Critical Success Factors and the Changemaker+ Challenges. It's worth remembering that there is only one strategy – *Transforming Lives + Inspiring Change*. The Operational Plan captures the unique interrelations and activities that underpin it. This is a fundamental document, owned by the University Management Team, that drives and executes our Mission and strategic response.

## Balanced Scorecard

We will use the Balanced Scorecard method to translate strategy via each Critical Success Factor into a coherent and interrelated set of performance measures to guide the Operational Plan for operations. The Balanced Scorecard captures a broad range of metrics that reflect our diverse activities and outputs and provides forward (lead) indicators in addition to more traditional financial and quality input data. The Balanced Scorecard for the University, its comprising elements and high level measures are shown as part of the strategy map. The high level measures will be reviewed annually by the Board and Senate and modified where appropriate.

## Ownership and Accountability

Balanced Scorecard metrics will be cascaded through the organisation via the annual Staff Performance and Development Reviews (PDR). Maintaining clear line of sight between strategy and operations via the PDR is key to successful implementation. The University Management Team is responsible collectively and accountable collectively for a) managing the cascade process through the University and b) delivery against targets.

## Risk and Opportunity Management

The broad assumptions and challenges faced by the University are set out in the introduction. Operational risk management is governed by the University Management Team and monitored at Board level through monthly meetings. The Audit Committee and Project Assurance Committee, with support from internal and external auditors and sector regulated bodies, provide additional assurance.

## Implementation

A successful Operational Plan requires high levels of performance and a commitment to on-going institutional improvement and development. The plan sets out the goals, outcome measures, targets and milestones. The goals are categorised into the four Critical Success Factors which are considered to be key to the University's ongoing success.

## Critical Success Factors

The University has four Critical Success Factors:

- Student Experience
- Intellectual Capital
- Strategic Alliances
- Financial Sustainability

The University has also set out to achieve four Changemaker+ Challenges to build a successful University and County:

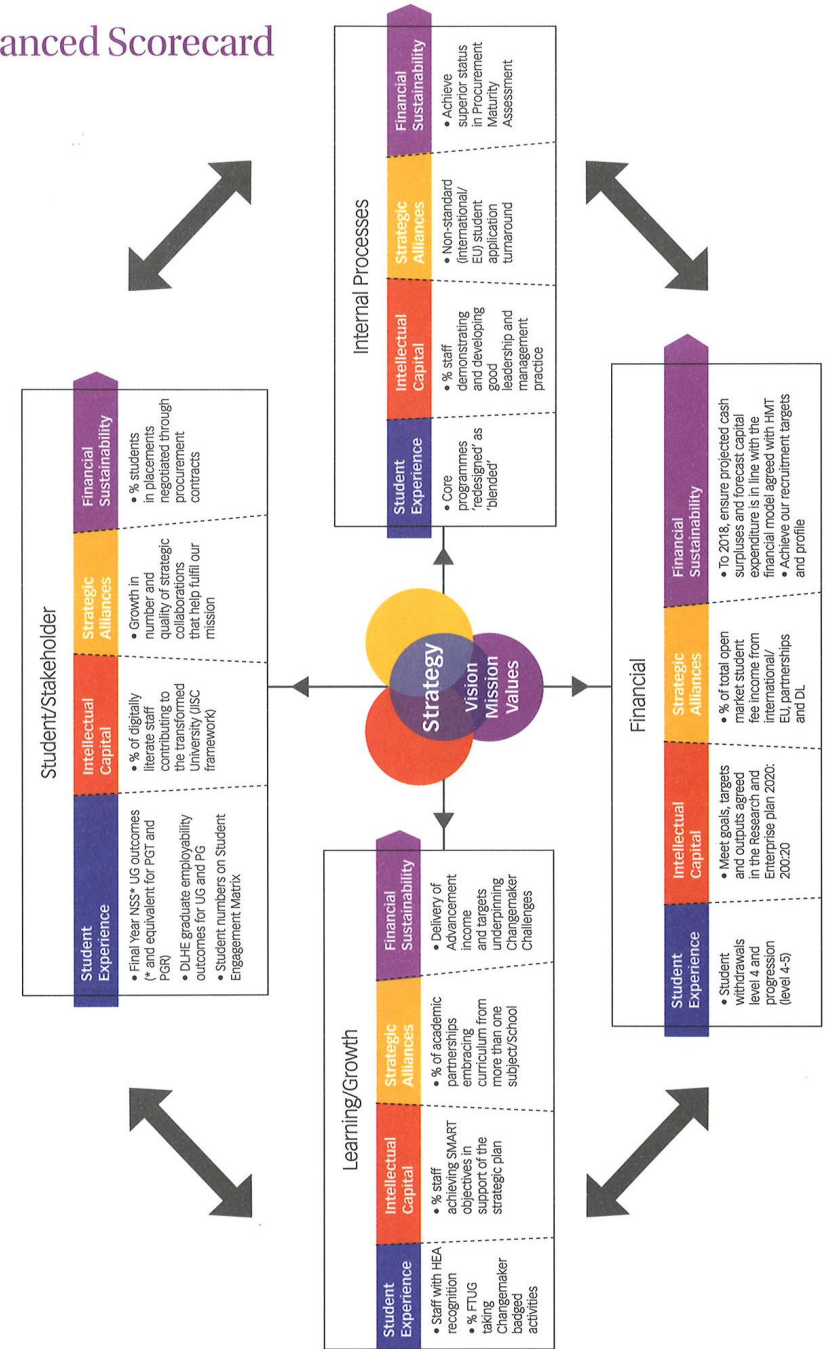
- **Challenge 1:** Make Northamptonshire the best county in the UK for children and young people to flourish and learn
- **Challenge 2:** Make Northamptonshire the leading county in the UK for Health and Wellbeing
- **Challenge 3:** Build the cultural and heritage traditions of Northamptonshire into world class attractions
- **Challenge 4:** Make Northamptonshire the best county in the UK to start, build and run a business

The Key Performance Indicators (KPIs) associated with Changemaker+ Challenges can be found on page 10.

## Performance Assessment

Using a traffic light system, each of the goals will have a colour-coded self-assessment. This is to be based on the most recent report by the lead member of the University Management Team as provided to the Board of Governors.

## Balanced Scorecard



# Operational Plan 2015-2020

## ● Student Experience

Create a unique Learning and Teaching model

Student Experience is core to what we do. We aim not just to meet expectations but to exceed them. Outperforming national quality benchmarks (e.g. NSS and QAA) is vital but the student experience is more than that. It is, at its heart, fundamentally about providing a personalised, emotional connection that transcends quality to transform individuals for the betterment of themselves and society. Employability and the Changemaker+ Challenges are key enablers. It is the bedrock on which we judge ourselves and are ourselves judged.

Underpinning values: **Delivering, Valuing, Leading**

Goal	Outcome Measures	Target	Baseline	2015/16	2016/17	2017/18	2018/19	2019/20
Achieve outstanding levels of student satisfaction	<b>Final Year National Student Survey (NSS) outcomes</b>	Above HE average						
	<b>Overall satisfaction</b>	90%	86%	88%	89%	90%	90%	90%
	<b>Teaching</b>	90%	88%	89%	90%	90%	90%	90%
	<b>Assessment</b>	85%	76%	78%	80%	81%	83%	85%
	<b>Postgraduate Taught Survey outcomes</b>	Above HE average						
	<b>Overall satisfaction</b>	90%	88%	89%	90%	90%	90%	90%
	<b>Teaching</b>	90%	87%	88%	89%	90%	90%	90%
	<b>Assessment</b>	85%	81%	82%	83%	84%	85%	85%
	<b>Postgraduate Research Survey outcomes</b>	Above HE average						
	<b>Supervision</b>	90%	Sector average 84%	84%	86%	88%	89%	90%
	<b>Assessment</b>	85%	Sector average 78%	78%	80%	82%	84%	85%
	Student satisfaction with Personal Academic Tutor system	NSS Q. 10 (Academic Support) 90%	82%	84%	86%	88%	89%	90%
	Student complaints/upheld by OIA <sup>1</sup>	Below sector average	16 annually	<15	<15	<15	<15	<15
	Achieve high levels of student engagement with Changemaker/ Social Impact	<b>% full-time undergraduate students engaging with Changemaker badged activities</b>	60%	30%	35%	40%	45%	50%
<b>DLHE<sup>2</sup> graduate employability outcomes for undergraduate and postgraduate</b>		Above HE competitor set - 67%	58%	59%	61%	63%	65%	67%
Achieve outstanding levels of graduate employability	Undergraduate 'good degrees'	In line with subject norms - 72%	67%	68%	69%	70%	71%	72%
	Undergraduate (UG) Programmes with placements/ work-based learning as part of award	70% (UN internal)		50%	55%	60%	65%	70%

<sup>1</sup> Office of the Independent Adjudicator

<sup>2</sup> Destination of Leavers from Higher Education

Goal	Outcome Measures	Target	Baseline	2015/16	2016/17	2017/18	2018/19	2019/20
Achieve outstanding levels of student engagement and students as partners	<b>Student numbers on Student Engagement Matrix</b>	>2015 UN baseline	3500	+2%	+2%	+2%	Maintained	Maintained
	Student Higher Education Achievement Reports referencing engagement with extra-curricular activities	80% (UN Internal)		50%	60%	70%	75%	80%
Achieve excellence in curriculum design and delivery	<b>Core programmes 'redesigned' as 'blended'</b>	100% undergraduate full-time (UN internal) % meeting planning milestones (green)		80%	90%	95%	100%	100%
Achieve excellence in teaching and practice	<b>Teaching Staff with Higher Education Academy recognition/teaching qualifications</b>	Above Higher Education Funding Council for England (HEFCE) benchmark/ UN Target 80%	24%	40%	55%	60%	70%	80%
Achieve excellence in IT (Infrastructure) delivery	NSS Q17 – I have been able to access IT resources when needed	HE sector average/ NSS 90% target	88%	89%	90%	90%	90%	90%
Achieve outstanding engagement with international study	Programmes with (optional) overseas experiences	75% (UN internal)		50%	55%	65%	70%	75%
Maintain core undergraduate numbers	Undergraduate programmes =/≥25 entry	90% (UN internal)	Undergraduate single honours full-time mode 75%	75%	80%	85%	88%	90%
	<b>Student withdrawals level 4 and Progression level 4-5</b>	4%	11%	10%	9%	7%	5%	4%
		85%	79%	80%	81%	83%	84%	85%
	Student completions	Above HEFCE comparator/UN 75%	70%	71%	74%	73%	72%	75%
Achieve reputation as Lifelong Learning and Continuous Professional Development provider	PGT numbers	>UN baseline by 10% per annum	1598	+10%	+10%	+10%	+10%	+10%
	PhD numbers	500	243	250	300	350	425	500

● **Intellectual Capital**

Be more adaptable, flexible and resilient

The sum total of the creative output of the University by its staff and students. It spans research (2020:200:20 plan), enterprise, consultancy, Intellectual Property, professional practice and innovation in teaching and learning. Intellectual Capital is an inclusive activity providing all staff (academic and professional), as well as students through project work, the opportunity to develop and make valuable contributions. The annual review of staff objectives is a key element of its management.

Underpinning values: **Enabling, Performance, Openness**

Goal	Outcome Measures	Target	Baseline	2015/16	2016/17	2017/18	2018/19	2019/20	
Deliver impactful research at both national and international level, that leverages the commercialisation of intellectual capital	<b>Meet goals, targets and outputs agreed in the Research and Enterprise Plan 2020:200:20</b>	Income: £20m Output: 200 high-quality outputs published per year		Income: £3m Outputs: 70	Income: £7m Outputs: 100	Income: £12m Outputs: 130	Income: £16m Outputs: 160	Income: £20m Outputs: 200	
All staff contributing to the achievement of high levels of student satisfaction  A digitally transformed university that enhances the staff and student experience	<b>% of digitally literate staff contributing to the transformed University (JISC framework)</b>	% of modules and programmes transformed		40%	70%	100%	100%	100%	
Create a positive culture of performance and innovation nurtured by staff and management, inspired by the institutional values.	<b>% of staff achieving SMART objectives in support of the strategic plan</b>	Compliance with setting SMART objectives from representative sample 50%  Achievement scoring: n/a (process being established)		65%	70%	75%	80%	85%	
Responsible Managers and Inspirational Leaders at all levels committed to work to strategy implementation and generate positive change	<b>% of staff demonstrating and developing good leadership and management practices</b>	Scores for all Leadership & Management related questions from staff survey		No survey	80% agree with at least 30% strongly agree on average across all scores	No survey	95% agree with at least 40% strongly agree on average across all scores	No survey	
	Measures to be drawn from history on Lynda.com, NILE <sup>1</sup> history, NILE audits and self-rating questionnaires	% of staff adopting technology to support new ways of working		50%	70%	90%	90%	90%	
	% of staff engaged with institutional and relevant external development opportunities	85% of staff completed at least one staff development intervention in the previous 12 months		60%	65%	70%	75%	80%	85%
	% of academic staff meeting agreed objectives in relation to scholarly activity	Success scoring 90% (process being established)		70%	75%	80%	85%	90%	
	% of staff turnover by headcount for all staff and academic	Below sector average year on year for all staff and for academics		Benchmark published March 2016	Benchmark published March 2017	Benchmark published March 2018	Benchmark published March 2019	Benchmark published March 2020	

<sup>1</sup> Northampton Integrated Learning Environment

● **Strategic Alliances**

Collaborate to compete

We will develop longer term alliances with those key strategic partners, including but not restricted to higher education, to create significant and sustainable value. Education with others – allying with high quality partners – will drive student number growth, transform lives and inspire change on a global scale. It will facilitate excellent student experiences and enhance employability while affording national and international opportunities for innovative research, enterprise and social impact.

Underpinning values: **Delivering, Leading, Entrepreneurial**

Goal	Outcome Measures	Target	Baseline	2015/16	2016/17	2017/18	2018/19	2019/20	
Develop cross disciplinary product/market innovations and partners	<b>Growth in number and quality of strategic collaborations that help fulfil our mission</b>	20	n/a	10	13	16	18	20	
	<b>% of academic partnerships embracing curriculum from more than one subject/School</b>	50%		20%	30%	35%	40%	50%	
	Growth of student numbers engaged in accredited learning of the University who are located in partnerships + Distance Learning at home + overseas (i.e. not on campus)	Steady growth from 2014/15			1325	2500	4000	5000	6000
	Outcome of the annual evaluation of the academic portfolio against the University Academic Portfolio Strategy and consequent rationalisation	Identify 'at risk' provision and present to UMT <sup>1</sup> . UMT approve rationalisation decisions and portfolio for the subsequent year (ready for prospectus/marketing)			Achieve Senate approval of portfolio changes, annually	Achieve Senate approval of portfolio changes, annually	Achieve Senate approval of portfolio changes, annually	Achieve Senate approval of portfolio changes, annually	Achieve Senate approval of portfolio changes, annually
	% of undergraduate and postgraduate degree courses embracing curriculum (modules) from more than one subject/School	>20%		5%	10%	12%	17%	>20%	
	% of undergraduate degrees and Masters courses offering professional and/or employer body recognition	50%		25%	30%	35%	40%	45%	50%
	<b>Diversify University Income (FS)</b>	The total of overseas (including European Union (EU)) student recruitment gross income	Target: min 33% contribution from EWO <sup>2</sup> overall	Not measured	25%	30%	>33%	>33%	>33%
	Education With Others: home and overseas academic partnerships	Steady growth from 2014/15		£2.1m	£3m	£4m	£5m	£6m	
	Distance Learning/ Online (excluding EWO above)	Steady growth from 2014/15	£200k	£250k	£500k	£1m	£2m	£3m	

<sup>1</sup> University Management Team

<sup>2</sup> Education With Others

Goal	Outcome Measures	Target	Baseline	2015/16	2016/17	2017/18	2018/19	2019/20
Contribution (FS)	Financial contribution from Education With Others: home and overseas	Target: min 33% contribution from EWO overall	Not measured	25%	30%	>33%	>33%	>33%
	% of University total 'open market' student fee income from international/ EU, partnerships and DL	Steady growth from 2014/15	15%	16%	17.5%	19%	20.5%	22%
Responsive, customer focussed partner/ provider (IC/SE/FS)	Number of staff engaging Customer Relationship Management (CRM) system and/or partner manager/business development staff development	500		100	200	300	400	500
	Time from presentation of Development Approval Form (DAF) to final approval/MoC1 signing.	Within 3 months if requested; within 6 months if not. Additions to existing partnerships: within 3 months	Not measured	95% compliant	100% compliant	100% compliant	100% compliant	100% compliant
	Non-standard (international/EU) student application turnaround	Maximum of 4 days turnaround for all international / EU / non-UCAS <sup>2</sup> applicants and enquiries	Not measured	4 days	<4 days	<4 days	<4 days	<4 days

● Financial Sustainability

Invest wisely – diversify and grow revenue

No organisation can fulfil its mission without the resources to succeed. Maintaining income whilst managing efficiency and effectiveness is core to our ability to remain competitive. The need to generate cash surpluses to fund Waterside and invest in staff and students requires a focus on revenue growth from a diversity of sources in addition to UK undergraduate fee income.

Underpinning values: **Entrepreneurial, Leading Change**

Goal	Outcome Measures	Target	2015/16	2016/17	2017/18	2018/19	2019/20
Comply with bond covenants	To 2018, ensure projected cash surpluses and forecast capital expenditure achieved is in line with the financial model agreed with Her Majesty's Treasury		Achieved	Achieved	Achieved		
	From 2018, ensure bond covenant measures in relation to operating income, debt service ratios and surpluses are monitored and achieved					Achieved	Achieved
Achieve our recruitment targets and profile	As per approved financial model	3300 full time Home / EU undergraduates enrolled at 01 December each year	3300	3300	3300	3300	3300

<sup>1</sup> Memorandum of Co-operation

<sup>2</sup> Universities and Colleges Admissions Service

Goal	Outcome Measures	Target	2015/16	2016/17	2017/18	2018/19	2019/20
Delivery of Advancement income and targets underpinning Changemaker+ Challenges		Targets identified in approved Advancement plan			Capital: £10,000,000 Social Impact: £6,000,000 Chancellor's Fund: £3,000,000		Capital: £15,000,000 Social Impact: £10,000,000 Chancellor's Fund: £5,000,000
Achieve superior status in Procurement Maturity Assessment							Achieved
	No. of students in placements through procurement contracts	50	2	5	10	15	18
Centralise Procurement and drive through efficiencies whilst encouraging social impact	Non-pay spend: non pay vs income ratio	32% (HEIDI <sup>1</sup> sector average)	33.2%	32.9%	32.8%	32.2%	32%
	% social impact in contracts	5% of spend	5%	5%	5%	5%	5%
Non-pay spend managed within a negotiated contract or approved/consolidated 'preferred supplier status'	% of influential non-pay spend	65%	29%	50%	65%	65%	65%
Category Management approach to targeting non-pay spend efficiency savings opportunities (links with above)	% of influential non-pay spend	65%	In progress	50%	65%	65%	65%
Ensure procurement decision makers on supplier selection, contract evaluation and awards are MCIPS <sup>2</sup> qualified.	% of total Full Time Equivalent (FTE) staff	100%	66.6%	100%	100%	100%	100%
Additional Value for Money delivery by procurement through effective stakeholder engagement and supplier negotiation	% of influential non-pay spend	4%	3.35%	3.5%	4%	4%	4%
Drive through process efficiencies and service improvement via Agresso Business World software (ABW)	Productivity of processing staff: Maximise use of ABW	Savings equivalent to efficiencies of time (cumulative saving)	£30k	£30k	£90k	£90k	£90k
Students' Union (SU) to be self-sustaining on commercial activity	Net profit / (loss) on commercial in SU management accounts	>£0 surplus for 2016/17 onwards		>£0 surplus	>£0 surplus	>£0 surplus	>£0 surplus

<sup>1</sup> Higher Education Information Database for Institutions

<sup>2</sup> Member of the Chartered Institute of Procurement and Supply



## Challenges

### Challenge 1 - Make Northamptonshire the best county in the UK for children and young people to flourish and learn

#### External KPIs

- Increased teacher recruitment in county
- Increased teacher retention in county
- Improvement in pupil attainment at GCSE in secondary schools
- Increased percentage of schools in OFSTED grade 2 and 1

#### Internal KPIs

- Income to UN
- Challenge linked research outputs
- UN student engagement in 'Race to the Top'
- Number of new teachers on UN Newly Qualified Teacher (NQT) programme
- Number of UN staff volunteering as governors etc.

### Challenge 2 - Make Northamptonshire the leading county in the UK for Health and Wellbeing

#### External KPIs

- Develop strategy for county Health and Wellbeing Board
- Increase support for existing 3rd sector projects
- Wellbeing Community Interest Company providing evidence based and innovative services based on UN research
- Evaluation of services provided by UN informs service improvement cycle
- Improvement in attraction and retention of highly skilled workforce in the county

#### Internal KPIs

- Income to UN
- Challenge linked research outputs
- Number of staff engaged in role model organisation / Wellbeing Campus initiatives
- Number of students involved in wellbeing projects as volunteers
- Students engaged in placements/WBL aligned to wellbeing outcomes
- Increased number of Health and Social Care professionals students choosing UN for CPD and higher level qualifications



## Challenges

### Challenge 3 - Build the cultural and heritage traditions of Northamptonshire into world class attractions

#### External KPIs

- Number of visitors attracted to county to UN and partner joint events
- Number of locals attending UN and partner joint events
- Number of UN and partner joint events
- Number of UN staff on county boards and committees

#### Internal KPIs

- Income to UN
- Challenge linked research outputs
- Number of students taking placements with culture/heritage organisations in county

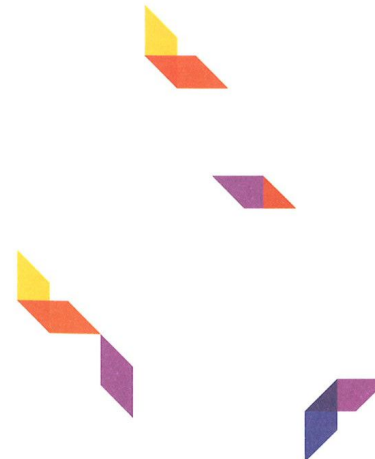
### Challenge 4 - Make Northamptonshire the best county in the UK to start, build and run a business

#### External KPIs

- High growth Small or Medium Enterprises (SMEs) supported by Growth Hub
- Number of SMEs engaged with HEIs and research organisations
- Number of SMEs increasing exports
- Number of public sector spin outs increasing profitability and employment

#### Internal KPIs

- Income to UN
- Challenge linked research outputs
- Number of students taking placements with SMEs in county
- Number of graduates getting jobs with SMEs in county





Transforming Lives  Inspiring Change



**Park Campus**  
Boughton Green Road, Northampton, NN2 7AL, United Kingdom

**Avenue Campus**  
St George's Avenue, Northampton, NN2 6JD, United Kingdom

T 0800 358 0066 E [study@northampton.ac.uk](mailto:study@northampton.ac.uk) W [northampton.ac.uk](http://northampton.ac.uk)

