

VISION & STRATEGY 2026

Summary

The draft Vision & Strategy 2026 (V&S26) is attached and has been updated from the version of the V&S26 document that was circulated for consultation in March-April. The draft V&S26 was consulted on with students, staff, businesses and stakeholders, including the Trade Unions. On 6th May, Council approved in principle the V&S26 document and will give it final consideration on 8th July.

Recommendation

The Research & Enterprise Committee is asked to **consider** the V&S26 document.

Background

1. The draft V&S26 is attached and has been updated from the version of the document that was circulated for consultation in March-April. On 6th May, Council approved in principle the V&S26 document and will give it final consideration on 8th July.
2. Between late March and mid-April the draft V&S26 was consulted on with students, staff, businesses and stakeholders. There have also been discussions of the draft document through established committees e.g. the Education & Student Committee and with the trade unions and City's affinity groups. It is in that context that the draft V&S26 document is being brought to the Research & Enterprise Committee.
3. The comments received so far included:
 - Emphasising 'better' over 'bigger' within the document and in our communications as what most excites staff and would be attractive to students;
 - Committing to Equality & Diversity in all its forms while placing an immediate focus on the Gender Equality Project and our Athena SWAN Bronze application;
 - Tightening up the drafting of the document as we progressed towards Council's July consideration and, if finally approved, later publication;
 - Making the Context section shorter and a suggestion that the historic and contextual material could be separated out during the design and layout work to provide e.g. an accompanying booklet rather than form part of the main document. This would have the effect of making the main V&S26 document more timeless and action orientated and somewhat shorter. We are planning to pursue this option further;
 - Other presentational issues that were raised around the creation of poster 'plans on a page' to help better communicate the V&S26 strategic priorities and we are pursuing this option as part of the design and layout work;
 - Focusing on delivery – businesses and employers expressed enthusiasm for our direction of travel, particularly around placements, but highlighted the challenges of achieving the aim. Work is on-going through the Financial & Investment Plan around the optimal configuration of resources and the creation of a £10M budget envelope for new investment over the next five years in this and other V&S26 strategic priority areas.

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4. An all staff event is planned for 27th June, following the Vice-Chancellor's further programme of roadshows in May, to reinforce messages and facilitate greater sharing of priorities across Schools and professional services.
5. A 'soft launch' of the electronic document is planned for the end of July, using City's internal and external communication channels. The main launch of the printed Vision & Strategy 2026 will take place in September to coincide with City joining the University of London.
6. The Research & Enterprise Committee is asked to **consider** the V&S26.

Dean Stokes
Director of Strategic Planning & Performance
16th May 2016