



## STRATEGIC PLAN

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**2017-2020**

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*Changing Lives Through Learning*

## **Our Vision is:**

To change lives through learning.

## **Our Mission Statement is:**

To support educational achievement for all learners.

## **Our Values are:**

- **Excellence**

To exceed standards in all we do, inspire excellence in our staff, centres and learners, and deliver a personalised customer service that surpasses expectations.

- **Respect**

To foster a culture of respect and inclusiveness, being receptive to each other and customers, and acting with integrity.

- **Innovation**

To listen, learn, discover and develop; to respond effectively to and invest in our staff, centres and learners.

- **Aspiration**

We strive to be visionary and influential.

By, 2020, nearly 35 years after our inception Open Awards will continue to be a values driven organisation; committed to our focus on qualifications and services that support our learners, centres and lead to skills and employment.

We will build upon our strengths to become an exemplar organisation working with our regulators to ensure we provide services of the highest quality and impact.

We will ensure that all we do meets local, national and sometimes international priorities, responding to need quickly and effectively.

Our learners will come from diverse and rich backgrounds and we will work with our Centres and partners to ensure that they can change their lives through learning.

***This is our aspiration – how do we get there?***

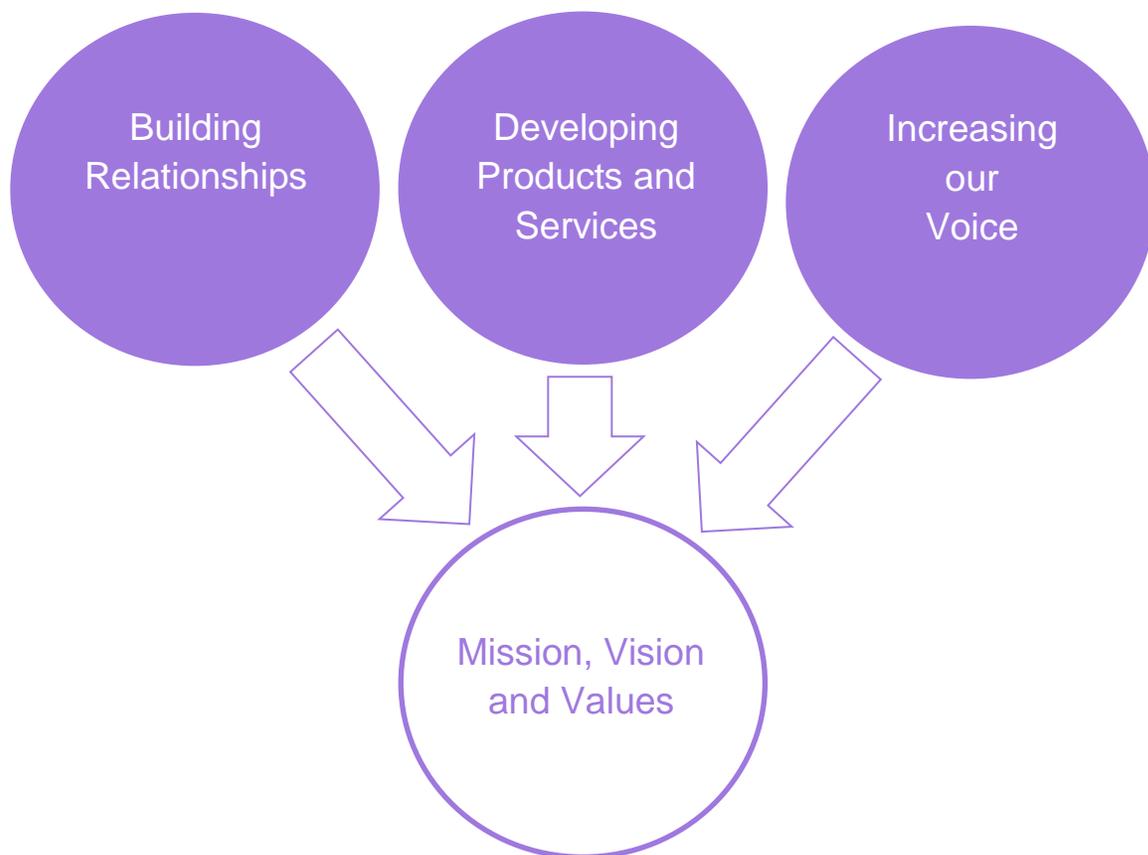
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## OUR STRATEGY

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Open Awards has defined three pillars to our Strategic Plan through the work that we have undertaken by performing a SWOT analysis, looking at market intelligence, consulting our stakeholders and working with our Regulators on their priorities and aspirations.

These are:



Open Awards will:

***“Strive to be the best by supporting our core learners, investing in our people, systems and services, continually improving our standards, raise our profile in the market, be innovative and creative in what we do to grow our business and emphasise our integrity and enabling abilities”.***

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## BUILDING RELATIONSHIPS

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### WHAT DO WE DO WELL?

- Understand our Regulators needs and work with them to achieve them, in the best interest of students
- Work with our stakeholders to constantly improve our services
- Provide flexible, student-centred products and services
- Provide qualifications and services that lead to further study, employment and 'change lives through learning'

### WHAT COULD WE DO BETTER?

- Improve our use of our Customer Relationship Management tools
- Measure the Impact of our qualifications and services

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### WHAT ARE OUR PRIORITIES?

- Maintain our current low risk status with Ofqual and QAA
- Continue our commitment to Offender Learning and grow our Access to Higher Education provision within prisons
- Work towards becoming a top 50 Awarding Organisation according to the Ofqual table of certificates issued by August 2020
- Develop high quality resources for our Centres
- Work with other Awarding Organisations and Access Validating Agencies to provide innovative and comprehensive services
- Ensure that our provision meets local priorities and needs linking to wider national priorities

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## DEVELOPING PRODUCTS AND SERVICES

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### WHAT DO WE DO WELL?

- Use of EMSI labour market intelligence enables us to assess and demonstrate likely demand
- Clear development and employment pathways
- Responsive to Centres needs for meaningful qualifications and services
- Robust Quality Assurance with strong links to our Regulators
- Provision of additional business planning services

### WHAT COULD WE DO BETTER?

- Continue to develop our products and services so that 50% of our turnover is derived from activity not related to the registration of regulated qualifications and diplomas
- Have more involvement within Apprenticeships

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### WHAT ARE OUR PRIORITIES?

- Develop an accredited enrichment programme that meets Centres needs
- Continue to invest in our prison Access to Higher Education diplomas
- Increase the range of assessment models used within our qualifications
- Become an approved end point assessment organisation for apprenticeships
- Develop trail blazer style apprenticeships
- Further develop our range of Consultancy services
- Develop Open Awards training, being mindful of Regulators restrictions and guidance
- Invest and develop our staff

## VOICE

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### WHAT DO WE DO WELL?

- Simple and easy to understand communications
- Determination to represent our students
- Willingness to enable with national and local government on policy and direction
- Investment into multi-media communications

### WHAT COULD WE DO BETTER?

- Further develop our website
- Invest in our staff
- Develop a programme of webinars and on-line tools to support our Centres

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### WHAT ARE OUR PRIORITIES?

- To provide focused and relevant communications so our website and social media reach increases by 25% by 2020
- Roll out a programme of webinars
- Maintain our commitment to Open Awards Inspiration events that engage our stakeholders
- Undertake research on our social vale and deliver a meaningful Impact report

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## THE LANDSCAPE

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### *“The times – they are a-changing”*

Open Awards has throughout its proud history adapted to change and that ability is certainly to be tested over the life of this Strategic Plan with Brexit, Devolution, changes to Offender Learning and the ongoing development of the Apprenticeship programme just a few of the challenges the sector faces. However this is balanced with opportunities as we continue to grow our qualifications and services to enable students to reach their potential.

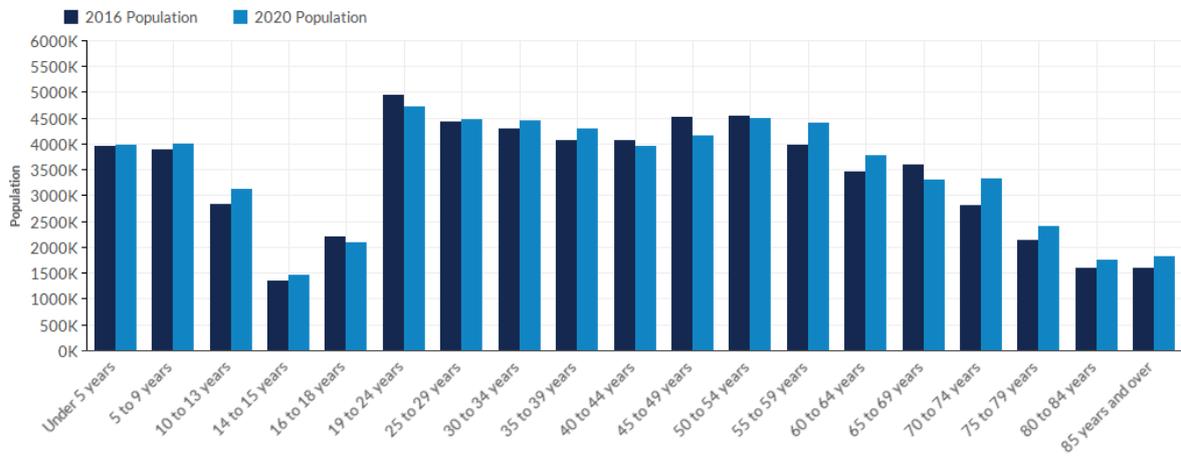
### UK Economy Overview

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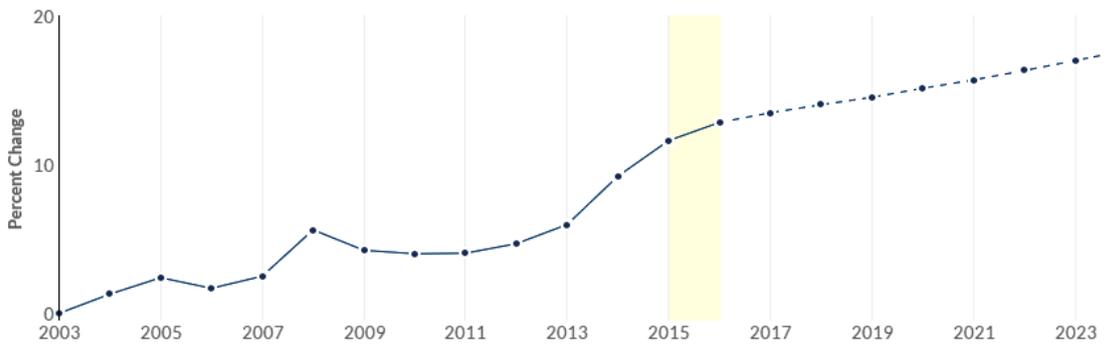


Population (2016)	64,294,075
Population (2020)	65,956,592
2016 -2017 population change	+3%
Jobs (2016)	28.8m
Average Wages (2016)	£27.6k
Exports (2014)	£316.3b
Imports (2014)	£1,998.8b

## UK Population by Age



## Projected UK Jobs Growth



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## MONITORING AND REVIEW

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The Strategic Plan for 2017-2020 will be reviewed each year through the Operational Plan, which will assess performance against the priorities within this plan and those set specifically for each year. This will be informed by our Committees, Board of Trustees and stakeholders each year, having previously been drafted by a joint management and staff team as part of our preparation for the forthcoming Operation Plan. This will be monitored monthly through our Key Performance Indicators.

There will be a more formal review in the beginning of 2020 that will involve staff, management, Committee members, Trustees of Open Awards, stakeholders and learners; and will also set the priorities for the next 3-5 year strategic plan.

Open Awards will use feedback from QAA and OFQUAL from formal and informal reviews and feedback to inform our ongoing priorities, Operation Plans for each academic year and future Strategic Plans. All guidance and best practice from The Charity Commission will be considered through our governance structures.