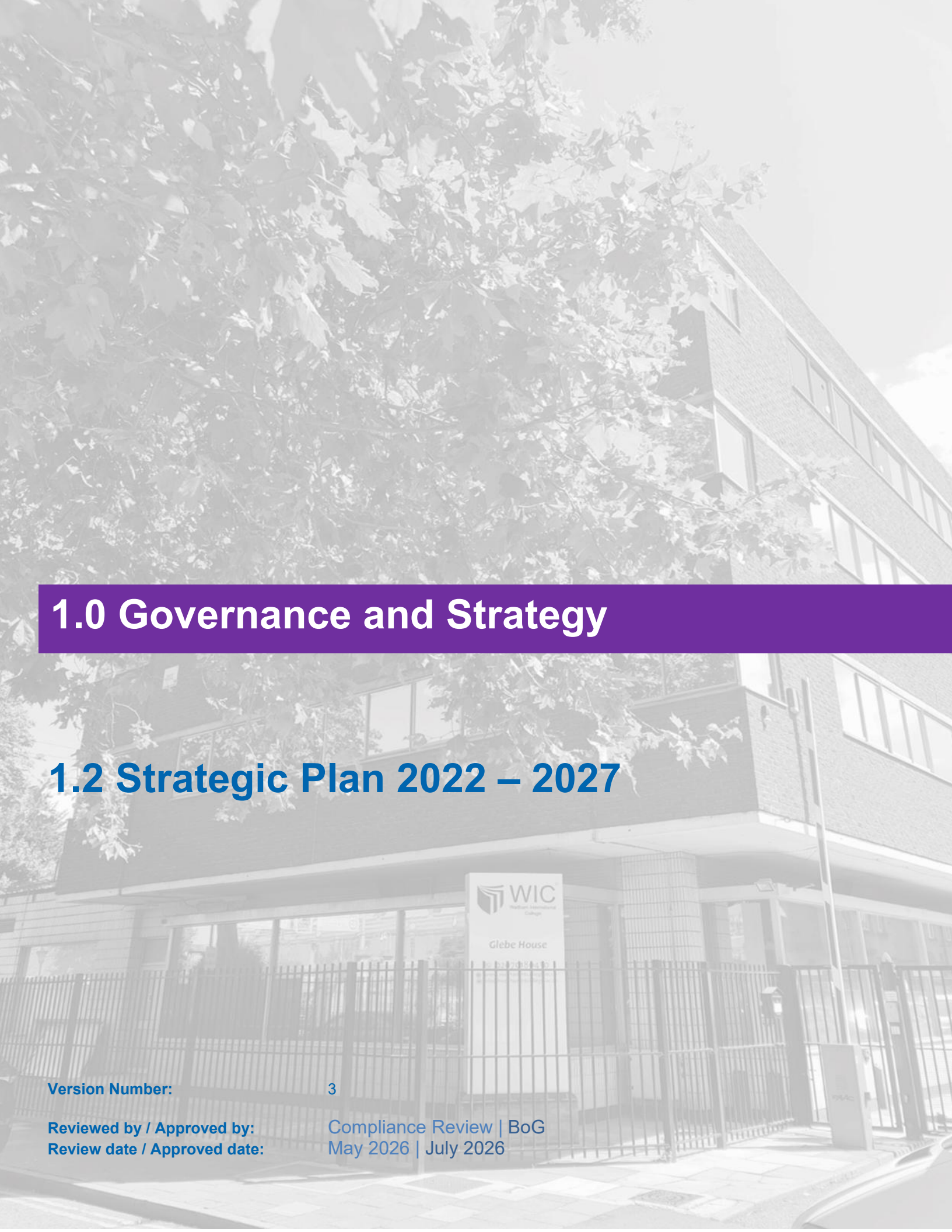



# 1.0 Governance and Strategy

## 1.2 Strategic Plan 2022 – 2027

| | |
|---|---|
| **Version Number:** | 3 |
| **Reviewed by / Approved by:** | Compliance Review \| BoG |
| **Review date / Approved date:** | May 2026 \| July 2026 |

# Compliance Alignment Statement

This version of the Strategic Plan has been aligned to current UK and Office for Students requirements as of May 2026. The substantive changes are listed below.

### Strategic Plan 2022–2027: Version 3 Update Note (May 2026)

Version 3 of this Strategic Plan supersedes previous version and has been reviewed and updated for 2026–27 to reflect WIC's evolving regulatory obligations and strategic direction. The substantive changes made in this version are as follows:

- The strategic pillars have been realigned to OfS Conditions of Registration (B1, B2, B3, B6, A2), with explicit targets mapped to each condition and a new Outcome Monitoring Framework added in compliance with Condition B3.
- New strategic objectives have been introduced for Access and Participation (A2), Teaching Excellence Framework participation (B6), Value for Money (PI VI), and Freedom of Speech compliance (PI VII).
- References to Ofsted, Adult Education Budget/National Skills Fund provision, and satellite centre/JCP partnerships have been removed, reflecting WIC's 2025 strategic decision to focus exclusively on higher education.
- The Vision, Mission, and RACE Values have been retained in full. The presentation has been consolidated and the language refined to reflect WIC's current HE identity.
- External reference points and related policy documents have been expanded to reflect the full regulatory framework applicable to WIC as an OfS registered Approved provider.

These revisions ensure the Strategic Plan accurately represents WIC's current direction and provides the Board of Governors with a credible, compliance-aligned framework for oversight and accountability for the remainder of the 2022–2027 planning cycle.

# Version Control Statement

| Version | Date | Changes | Reason | Author | Next Review |
|---|---|---|---|---|---|
| 1 | July 2022 | | New Strategic Plan | | July 2027 |
| 2 | Nov 2025 | Change to new template<br>Added Purpose and Scope<br>Added External reference Points and Related Policies<br>Remove the AEB reference from the document<br>Added strategic points relevant to the Marketing Strategy 2025/2026 | Review of WIC provision and the realness of the plan | Quality and Compliance | Jul 2027 |
| 3 | May 2026 | Textual revisions made throughout to bring the policy into compliance with applicable regulations including:<br>- Added A2 (Access & Participation Statement) as explicit strategic target;<br>- added B3 Outcome Monitoring Framework;<br>- added TEF (B6) objective; added Value for Money (PI VI) and Freedom of Speech Act 2023 (PI VII) objectives;<br>- updated regulatory references to OfS 2025–2030 Strategy-<br>- Changed to New Template<br>- Updated External reference and Related Polices List | Compliance Alignment 2026 (OfS) | QA Compliance Review | August 2027 |

## External Reference Points

This Strategic Plan is informed by the following sector and regulatory reference points:

- UK Quality Code for Higher Education (QAA, 2024)
- Office for Students Strategy 2025–2030
- OfS Regulatory Framework (Securing Student Success) – Conditions A–G and Public Interest Governance Principles
- QAA Advice and Guidance (2025): Managing Quality and Standards
- Higher Education (Freedom of Speech) Act 2023
- Equality Act 2010
- WIC Access and Participation Statement 2026

## Related Policies and Documents

Affects all other policy documents. This document should however be read together with the following documents:

- 1.01 Governance and Management Framework
- 1.02.1 Quality Improvement Plan
- 1.15 Access and Participation Statement (Condition A2)
- 1.03 Risk Management Policy
- 1.07 Enhancement and Value for Money Strategy
- Marketing and Social Media Strategy

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# 1. Purpose

The purpose of this Strategic Plan is to set WIC's clear direction for 2022 - 2027, outlining priorities that support student success, institutional growth, and high quality higher education delivery. It ensures WIC aligns with national expectations for quality and regulatory compliance, including the UK Quality Code for Higher Education (2024) and the Office for Students (OfS) Strategy 2025 - 2030, and fully meets WIC's obligations under all applicable OfS conditions of registration.

# 2. Scope

This Strategic Plan applies to all WIC campuses and departments and guides activity across academic delivery, quality assurance, organisational development, partnerships, and community engagement. It is supported by operational documents and aligns with national quality and regulatory frameworks.

# 3. Introduction

Waltham International College (WIC) is an independent provider of higher education (HE) programmes registered with the Office for Students (OfS) as an Approved provider. Situated in Barking, East London, with further campus in Birmingham, WIC (founded in 2010) provides both real life vocational education and academic study courses for students aged 18+. We integrate the talents of our students with their visions and aspirations to support them in becoming the authors of their own success.

Following a strategic review in 2025, WIC has discontinued delivery under the Adult Education Budget (AEB) and National Skills Fund (NSF). Our focus is now on Higher Education (HE) programmes, commercial training, and partnerships that align with our mission to promote social mobility and employability.

# 4. Vision, Mission and Values

## 4.1 Our Vision

To remain a key education provider within the local communities we serve, using education as a tool to promote social inclusion, resilience, and responsible citizenship.

We strive to promote social mobility through affordable learning programmes and high quality, employment focused university degree programmes delivered in a safe and inclusive environment.

## 4.2 Our Mission

We will unlock the talent of students from diverse backgrounds in the communities we serve to help them achieve their aspirations, maximise opportunities for career progression, achieve personal fulfilment, explore new career opportunities, and build skill and confidence.

We will do this through offering locally appropriate career-focused degree programmes, continued development of opportunities for personal and professional growth, investment in student experience and infrastructure, and the continued recruitment of academic staff who share our values and champion excellence.

## 4.3 Our Values

The core values of WIC are represented as RACE:

**Respect:** for students, their academic needs, stakeholders, industry, and the local community and environment

**Affordability:** in terms of the cost of learning, flexibility of access, and the resources available to students

**Commitment:** to our vision and mission, to student welfare and safety, to continuous improvement, and to timely and constructive assessment

**Excellence:** through quality teaching staff, facilities and services; self-reflection; continuous improvement; and meeting the expectations of internal and external stakeholders

# 5. Strategic Pillars

WIC's strategy is built around four pillars: Students, Community, Innovation and Research, and Partnership. Each pillar is supported by specific objectives, targets, and success measures aligned with OfS regulatory expectations.

## 5.1 Pillar 1: Students

This pillar addresses OfS Conditions B1 (high quality academic experience), B2 (resources and support), B3 (positive outcomes), and A2 (access and participation).

| Focus Area | Strategic Objective | Key Targets | Success Measure |
|---|---|---|---|
| **Student Engagement & Outcomes (B3)** | Deliver positive outcomes for all students | Continuation rate: maintain above the OfS B3 threshold for all student groups<br>Completion rate: at or above 80% for L4+ programmes<br>Progression to employment or further study: at or above 70% Learner success rate maintained at or above 98% for SLC-funded provision | Annual B3 data reviewed against OfS sector benchmarks.<br><br>Reported to Quality & Data Board and Board of Governors each academic year |
| **Student-Centred Teaching & Learning (B1, B2)** | Ensure high quality academic experience and sufficient resources for all students | Active student representative engagement across all programmes<br>Dedicated student guild to evaluate teaching and learning<br>Student working groups to collaborate on college projects within 3 years<br>Maximum guidance provided for high impact learning and engagement | Positive student feedback via NSS and internal SES.<br><br>Student Experience Board monitors B2 indicators annually |
| **Access & Participation (A2)** | Meet and publish our Access & Participation Statement obligations | Publish and update WIC Access & Participation Statement annually in compliance with OfS Condition A2<br>Improve access, success, and progression for underrepresented groups by 1% per year<br>Ensure equitable support for BAME and other widening participation students | A2 Statement published on website.<br><br>Annual APP report reviewed by Student Experience Board and Board of Governors |
| **Inclusivity and Professional Pathways** | Launch additional professional qualification programmes | New/relevant professional qualifications over the next 5 years<br>At least one professional accreditation per validated programme to enhance graduate employability | Uptake of professional qualifications. Graduate employment or progression rate |
| **Student Voice** | Establish a Student Guild and alumni society | Student Ambassadors within 1 year<br>Student Guild within 2 years<br>Alumni society within 3 years | Functioning and recognised Student Guild working with partner universities |
| **Digital Experience** | Enhance student digital experience | Multi channel digital platforms to showcase student success<br>Structured Student Ambassador Programme<br>Authentic student experience incorporated in online storytelling and recruitment | Improved retention<br>strengthened student belonging<br>measurable digital engagement KPIs |

## 5.2 Pillar 2: Community

| Focus Area | Strategic Objective | Key Targets | Success Measure |
|---|---|---|---|
| **Widening Access** | Improve retention and achievement for all BAME and underrepresented learners | Build 360-degree student support for widening participation cohorts<br>Increase BAME and underrepresented group retention and progression by 1% per year over 5 years | Above national averages for BAME students in retention and achievement |
| **Employability** | Engage with employers to secure employment outcomes | New pathways and courses focused on employment outcomes<br>Expand HE delivery with validated programmes within 18 months<br>Expand to Level 6 within 3 years; at least 1 postgraduate programme within 5 years | Extensive take up of professional qualifications<br>Graduate employment rates |
| **Social Equity & Mobility** | Expand L4 and L5 programme portfolio | Focus on widening participation and equitable access within all HE programmes | Students using qualifications to generate improved living circumstances |
| **Community Engagement** | Expand local engagement and institutional visibility | School engagement and charitable activities coordinated via marketing campaigns<br>Increase local visibility through targeted outdoor marketing and community events<br>Elevate public profile through digital storytelling of community projects | Enhanced WIC reputation stronger links with employers, local authorities, and civic partners |

## 5.3 Pillar 3: Innovation and Research

| Focus Area | Strategic Objective | Key Targets | Success Measure |
|---|---|---|---|
| **Regulatory Excellence (B3, B6)** | Maintain OfS registration and deliver against all conditions | Maintain all conditions of registration with OfS through timely annual returns<br>Participate in TEF in compliance with OfS Condition B6<br>Focus on teaching quality: 50% of HE lecturers achieving HEA fellowship within 3 years; 80% within 5 years<br>Maintain Matrix Accreditation and ASIC Premier Institute status | Continued OfS registration.<br>Positive TEF outcome<br>Staff fellowship achievements |
| **Digitalisation** | Develop and expand digital capabilities | Expand digital skills in curriculum<br>Release first version of virtual classroom platform within 2 years<br>Mobile connected student experience within 4 years | Increased efficiency<br>Inclusive, agile, student centred systems |
| **Research Development** | Develop WIC's research profile | 30% of HE academic staff research active within 3 years; 60% within 5 years<br>Embed research rich teaching into undergraduate and postgraduate curriculum | Increased research active staff<br>Embedded research in curriculum |
| **TEF Participation (B6)** | Engage with the Teaching Excellence Framework | Register for and submit a TEF submission in compliance with OfS ongoing Condition B6<br>Use TEF outcomes to inform quality enhancement activities | Submission made in line with OfS TEF timescales<br>Outcomes used in quality improvement planning |
| **Value for Money (PI VI)** | Demonstrate and publish value for money for students and taxpayers | Publish annual Value for Money Statement Report VfM KPIs to Board of Governors annually<br>Ensure student fees represent high value relative to learning outcomes and graduate destinations | Published VfM Statement<br>Board oversight confirmed annually |
| **Freedom of Speech (PI VII)** | Comply with the Higher Education (Freedom of Speech) Act 2023 | Maintain and review external speaker protocols<br>Provide staff and student guidance on freedom of speech obligations<br>Ensure all relevant policies are aligned with the Act | Compliance confirmed by Board<br>No upheld complaints relating to free speech violations |
| **Sustainability** | Play a part in developing a sustainable environment | 60% of operational practices paperless within 2 years; 80% within 4 years<br>Reduce energy consumption and carbon emissions by 15% | Sustainable practices incorporated into college operations |

## 5.4 Pillar 4: Partnership

| Focus Area | Strategic Objective | Key Targets | Success Measure |
|---|---|---|---|
| **Academic Partnerships** | Retain and increase academic partnerships | Retain and enhance all existing delivery contracts and partnerships<br>Build validated programmes with partner universities<br>Expand to new markets with additional campuses nationally within 5 years | Strong, stable, inclusive partnerships operating to the highest standards of performance |
| **Employer Partnerships** | Expand employer partnerships and placement opportunities | Diversify and expand employer network over 5 years<br>Ensure work placement opportunities for the expanding student population | Increased employer engagement in programme development and assessment |
| **Student as Partners** | Establish a Student Guild | Build an active Student Guild that works with partner universities' Students' Unions | Fully established and recognised Student Guild |
| **Communication & Visibility** | Strengthen partnerships through enhanced communication | Multi channel communication to highlight employer partnerships and graduate outcomes<br><br>Alumni and employer engagement through structured digital campaigns<br><br>Annual marketing planner and monthly social media calendar | Increased institutional reach<br><br>Reinforced WIC reputation as an active collaborative partner |

# 6. OfS Condition B3 – Outcome Monitoring Framework

In compliance with OfS Condition B3, WIC commits to delivering and monitoring positive outcomes for students. The following framework maps the College's strategic targets to the three core B3 outcome measures used by the OfS.

| B3 Outcome Measure | WIC Target | Data Source / Frequency | Governance Oversight |
|---|---|---|---|
| **Continuation (students who continue into year 2 or beyond)** | Above OfS sector benchmark for all student groups.<br><br>Reported against split metrics (ethnicity, disability, age, sex) | HESA data<br>Internal SMS<br>Annual Monitoring Review | Quality & Data Board<br>Student Experience Board<br>Board of Governors |
| **Completion (students who achieve their qualification)** | At or above 80% for L4+ programmes; 85% for Foundation Year | HESA<br>Assessment Boards<br>Annual Monitoring Review | Academic Board<br>Quality & Data Board |
| **Progression (graduates who progress to employment or further study)** | At or above 70% overall; reported against OfS split metrics | HESA Graduate Outcomes<br>Employer engagement data | Board of Governors<br>Student Experience Board |

Where B3 performance falls below OfS thresholds for any student group, a targeted enhancement plan will be developed within one academic term and reported to the Board of Governors. The Plan will identify root causes, set corrective targets, and assign responsible officers.

# 7. Appendices

There are no appendices for this policy.