

USW Capability Model

A business capability defines *what* a business does at its core. This differs from *how* things are done, *where* they are done, or *by whom*.

Teaching and Learning

All capabilities required to ensure that the organisation is able to develop, deliver, support and administer teaching and learning and the student experience.

Curriculum Management

All activities aimed at educators and administrators collaborating on the creation, development, design, review, approval, assessment, and refinement of curriculum content to achieve desired student outcomes.

Curriculum & Resource Development

What the organisation does to ensure that the relevant resources are available to deliver the curriculum components e.g. learning spaces, books etc.

Curriculum Change Management

What the organisation does to ensure educators and administrators collaborate on the review and refinement of curriculum components to achieve desired student outcomes.

Curriculum Design

What the organisation does to ensure educators and administrators collaborate on the creation, development, design, approval and release of new curriculum components to achieve desired student outcomes.

Curriculum Performance Management

What the organisation does to develop and support the organisation's quality assurance framework e.g. Academic Committees, Annual programme monitoring, Periodic programme review, Course Approval & modifications etc.

Curriculum Retirement Management

What the organisation does to ensure educators and administrators withdraw & retire curriculum components.

Professional Accreditation

What the organisation does to ensure the academic curriculum is accredited by a professional authority.

Student Attraction & Recruitment

All activities aimed at planning and delivering campaigns and events that aim to recruit and convert undergraduate and postgraduate students to the organisation.

Scholarship & Bursary Management

What the organisation does to ensure scholarships and bursaries are set, assessed, managed and awarded.

Prospective Student Engagement

What the organisation does to engage with, and promote the organisation to, prospective students.

Domestic Student Recruitment

What the organisation does to ensure the effective recruitment of prospective domestic students.

International Student Recruitment

What the organisation does to ensure the effective recruitment of prospective international students to agreed targets.

Student Recruitment Agent Management

What the organisation does to ensure the effective management of external agents involved in the recruitment of students.

Student Admission Management

All activities aimed at managing student applications, placement offers and quotas.

Student Application Management

What the organisation does to ensure student applications are assessed/evaluated, including assessment of prior learning, scheduling interviews and clearing activities.

Offer, Acceptance & Quota Management

What the organisation does to ensure student offers are distributed, acceptances are processed and quotas are managed, including confirmation activities.

Student Enrolment

All activities aimed at ensuring that students are fully enrolled at the programme and module level and inducted into the organisation community.

Student Induction Management

What the organisation does to introduce the student to the organisation and its communities, including activities which are intended to support students in making key transitions throughout their programme of study and/or life.

Module Selection Management

What the organisation does to ensure that students are fully enrolled on the necessary modules for their programme of study, including pre-enrolment where appropriate and provision of full information to enable informed module choice.

Programme Enrolment

What the organisation does to ensure that students are fully enrolled on their chosen programme of study, including provisional enrolment, confirmation, and capture of all necessary personal details.

Teaching & Learning Delivery

All activities aimed at delivering a learning experience to students of the organisation and enabling them to engage with learning in the subjects as described in the curriculum. This includes the delivery of teaching activities as well as other activities that support a meaningful learning environment.

Non Presence Based Teaching

What the organisation does to provide teaching activities via online and digital channels that enable learning for students not physically located with the teaching content provider.

Presence Based Teaching

What the organisation does to provide face to face teaching activities that enable learning and associated resources, to students physically located with the teaching content provider.

Teaching & Learning Content Management

What the organisation does to provide resources in a wide range of formats to support learning and teaching in the organisation. This includes physical space, library and other physical and digital services.

Student Placement Management

What the organisation does to source, allocate and manage the placement of students in learning and professional practice environments external to the organisation as part of the curriculum.

Student Completion & Graduation

All activities aimed at conferring degrees (and other awards) to students who have qualified appropriately and hence become graduates.

Graduation Eligibility Management

What the organisation does to ensure that the administrative and financial (debt) affairs of students are in order, and those eligible to graduate are determined. This does not include academic results or exam/review boards.

Graduation Event Management

What the organisation does to stage the ceremony at which degrees are formally and publicly conferred by the organisation to eligible graduands. This includes the abilities to make the necessary arrangements for the event(s), and the carrying out of the graduation ceremony itself along with other associated events.

Graduation Record Certificate Management

What the organisation does to ensure accurate records, relating to the formal qualifications awarded to students, are produced and maintained. This includes degree award certificates, Diploma Supplements and other associated certificates and records, and the ability to provide records and certificates as required.

Non-Academic Achievement Management

What the organisation does to ensure the recognition and recording of achievements made by students at organisation, other than formal academic awards. This includes abilities to

produce HEARs (Higher Education Achievement Reports), recognise outstanding extra-curricular activities and voluntary work, and to bestow intuition-specific prizes.

Alumni Engagement

All activities aimed at Alumni engagement ensuring the organisations alumni is fully involved in the life of the institution as valued supporters, advocates, and lifelong learners who contribute to, and benefit from, connections to each other and to the organisation.

Alumni Event & Campaign Management

What the organisation does to ensure the development and management of alumni related events and campaigns.

Alumni Relationship Management

What the organisation does to ensure the effective communication and interaction with past students of the organisation.

Benefactor Management

What the organisation does to ensure effective engagement with potential / actual benefactors. Benefactors may provide financial donations or other help.

Student Assessment

All activities aimed at assessing whether a student has achieved the learning outcomes of the curriculum.

Student Results Management

What the organisation does to manage the gathering, aggregation and assignment of a student's results from a variety of assessment methods (including coursework, examinations and placements) as part of their curriculum and in accordance with academic regulations to provide assessment outcomes (e.g. progression and award).

Assessment Administration

What the organisation does to administer the assessment of students, ensuring regulations, policies and processes are followed, and that there is a clear communications strategy so students are aware of the assessment regime and their responsibilities.

Assessment Delivery

What the organisation does to ensure that students are assessed against the learning outcomes of their curriculum proportionately and using the most appropriate assessment method.

Assessment Marking & Feedback

What the organisation does to mark, benchmark and moderate assessments, and provide feedback to students that facilitates their development as learners.

Academic Administration

All activities aimed at managing academic policies, regulations, scheduling and related customer feedback.

Academic Policy & Regulation Management

What the organisation does to create, review, administer and revise Academic policies and regulations.

Academic Year Scheduling

What the organisation does to schedule the curriculum across the academic year.

Timetabling Management

What the organisation does to manage the creation, revision and communication of the timing and location of curriculum events, including lectures, seminars, examinations and all similar/related activities.

Student Administration

All activities aimed at maintaining accurate records of students and their administrative and academic statuses during their time at organisation, and managing the change of records and statuses.

Student Mobility

What the organisation does to ensure students can study and enrol at different universities, either as part of their award at the originating organisation or as a permanent transfer to the other organisation, and, vice-versa, the ability to accept students from other universities in the same fashion.

Student Financial Administration

What the organisation does to ensure that all aspects of student finance are effectively managed, including fee setting and collection and debtor management.

Enrolment Status Management

What the organisation does to ensure the change of students' official statuses as members of the organisation in response to requests or changes in situation, and in accordance with the relevant regulations. This includes the abilities to interrupt/suspend studies for a period, withdraw from units of study, programmes of study and/or the organisation, and to transfer between units/modules of study.

Programme Transfer Management

What the organisation does to ensure a student's enrolment on one programme can be ceased, and enrolment onto an

alternative programme performed, within limitations that may be imposed in terms of time, academic requirements, fees or other administrative reasons.

Student Record & Details Management

What the organisation does to maintain accurate information about students, including contact, address and biographical details, and document management. This includes appropriate record retention and disposal management.

Student Exceptional Factors Misconduct / Appeal Management

What the organisation does to ensure it can receive and process student submissions relating to mitigating circumstances investigate and act in response to student misconduct, or allegations thereof, and handle subsequent formal challenges to those findings or actions. This includes ensuring the appropriate formal frameworks are in place for dealing with such situations. The term 'misconduct' can relate to academic offences, administrative discrepancies or behavioural conduct.

Student Support & Wellbeing Management

All activities aimed at ensuring students receive adequate support and advice throughout their time at organisation.

Academic Skills Development

What the organisation does to ensure students are assisted with their academic skills development, including development of skills in research, use of library resources, academic writing, work planning and critical thinking.

Student Engagement & Retention

What the organisation does to ensure students are pro-actively engaged in the learning process and want to continue their studies at the organisation.

Student Financial Advice

What the organisation does to ensure students receive the help they need to manage their finances, including providing advice and guidance on financial matters and providing access to hardships funds if required.

Personal Tutor Provision

What the organisation does to ensure delivery of personal tutoring to students to help them make a successful transition into H.E. and aid their academic progression and achievement, including provision of academic and personal support and guidance, and signposting to other support services.

Housing Advice

What the organisation does to ensure students have access to the support and advice required to enable them to secure accommodation that suits their needs and budget, whether that be organisation halls or private accommodation.

Student Health & Wellbeing

What the organisation does to assist students with their health and wellbeing, including the provision of student wellbeing advice, mental health advice and counselling.

Disability Support Management

What the organisation does to ensure students who disclose a disability or require additional support for their academic studies receive the support and advice they need to achieve their full potential.

Personal Learning Management

What the organisation does to ensure students requiring additional support receive an individual personal learning plan to help them achieve their short and long term goals.

Academic Advice Management

What the organisation does to ensure academic advice is provided for students, including insight, direction, and planning of their academic career.

Career & Employability Engagement Management

What the organisation does to engage with prospective employers and to ensure students are provided with direction and careers advice in order to help them develop and realise their career ambitions and to maximise their employment prospects.

Research

All capabilities required to ensure that the organisation is able to develop, deliver, support and administer research.

Research Opportunity & Planning

All activities aimed at determining and defining the research programmes and projects that will be undertaken at the organisation.

Research Opportunity Analysis

What the organisation does to identify and analyse opportunities and ideas for research programmes and projects.

Research Prioritisation

What the organisation does to determine the priority of potential research programmes and projects.

Research Programme Development

What the organisation does to develop its programme of research, including the identification of high-level research goals and themes.

Collaborative Opportunity Management

What the organisation does to investigate and support opportunities for research that involve relationships or partnerships with other organisations.

Research Funding

All activities aimed at obtaining and managing funds to undertake research projects.

Research Funding Identification

What the organisation does to identify and secure sources of funding necessary to undertake research projects, including grant proposal and bid preparation.

Research Funds Management

What the organisation does to properly and effectively manage research funds throughout research projects, once secured.

Research Delivery

All activities aimed at undertaking and delivering the research itself.

Research Output Management

What the organisation does to manage the outputs that are produced from research projects, including curation of those outputs beyond the lifetime of individual projects.

Research Production

What the organisation does to produce research. This is the execution of the research project.

Research Dataset Management

What the organisation does to store, share, use and re-use datasets produced from research projects, including dataset management planning and curation of datasets beyond the lifetime of individual projects.

Research Training

All activities aimed at training and developing the organisation's researchers, including both staff and post-graduate research students.

Researcher Training & Development

What the organisation does to ensure researchers know what is expected of them and how that contributes to the wider objectives of the organisation. Ensuring researchers are fully equipped, from a skills perspective, to deliver impactful research projects.

PGR Student Skills Development

What the organisation does to develop its postgraduate research students so as to equip them with the necessary skills to undertake, defend and publish their research.

PGR Supervisor Development

What the organisation does to develop the supervisory and support skills of those staff who supervise postgraduate research students.

Research Publications

All activities aimed at publishing research findings and reporting outputs.

Research Publication Management

What the organisation does to publish and promote research findings, and holistically manage its publication collections to maximise impact.

Research Output Reporting

What the organisation does to develop and produce reports on research outputs, including those necessary to meet the requirements of funding bodies.

Research Impact

All activities aimed at maximising and promoting the impacts of research undertaken at the organisation.

Manage Research Relationships

What the organisation does to plan, manage and cultivate its research relationships with other organisations, including the management of partner relationships and for knowledge exchange relationships.

Commercialise Research Outcomes

What the organisation does to plan and realise the commercial potential of its research outcomes, including contract and intellectual property management.

Non-Commercial Research Impact Management

What the organisation does to plan and realise the non-commercial potential of its research outcomes, including for social good.

Research Improvement

All activities aimed at the continuous improvement of research quality and performance.

Research Quality Management

What the organisation does to review and improve the quality of its research activities.

Researcher Performance Management

What the organisation does to assess researcher performance and undertake performance improvement activities.

Research Programme Performance Management

What the organisation does to review and improve the performance of its research programme.

Research Administration

All activities aimed at administering and supporting the organisation's research environment.

Research Compliance Management

What the organisation does to manage and ensure compliance with research rules and regulations, including ethics.

Research Infrastructure Management

What the organisation does to manage its specialist research infrastructure.

Commercial Activity

All capabilities required to ensure that the organisation is able to develop, deliver, support and administer commercial activity

Commercial Sourcing

All activities aimed at ensuring that the organisation can effectively identify and assess commercial opportunities.

Commercial Opportunity Assessment

What the organisation does to ensure that it has the relevant measures in place to compare and evaluate commercial opportunities.

Commercial Opportunity Identification

What the organisation does to ensure that it can identify potential new commercial opportunities across all sectors in which it is looking to operate.

Commercial Engagement

All activities aimed at managing the organisations relationship with commercial partners.

Commercial Partner Engagement

What the organisation does to initially identify, engage with, contract, administer and maintain commercial partners.

Commercial Partner Integration & Transition

What the organisation does to manage assimilation and change in the relationship with commercial partners.

Commercial Delivery

All activities aimed at the successful fulfilment of the organisations commercial activity commitments.

Commercial Activity Exit Management

What the organisation does to ensure all relevant processes are in place to allow the organisation to cease specific commercial activities with the least harmful effect.

Commercial Activity Issue Management

What the organisation does to ensure that all issues effecting commercial activity are handled speedily and effectively, within legal parameters, with the specific aim of minimising business damage and adverse brand reputation.

Commercial Activity Output Management

What the organisation does to ensure the relevant processes are in place to deliver and communicate related time,quality, resource and risks associated to commercial outputs.

Commercial Monitoring

All activities aimed at scrutinising the effectiveness and performance of all commercial endeavours within the organisation.

Commercial Contract Performance Management

What the organisation does to ensure the process of systematically and efficiently managing contract execution and analysis for the purpose of maximising financial and operational performance and minimising risk.

Commercial Activity Reporting

What the organisation does to ensure the effective reporting of commercial activity performance, good or bad, within the organisation.

Commercial Contingency Planning

What the organisation does to ensure commercial activities can continue in the event of unplanned activities, such as supplier failure, emergency or disaster.

Enabling Capabilities

All capabilities required to ensure that the organisation is able to provide general financial, administrative, physical and technical support to the core activities of Strategy & Governance, Teaching & Learning, Research and Commercial Activity.

Government, Public & Stakeholder Relationships

All activities aimed at ensuring a continuous level of engagement is maintained between the organisation and its customers, stakeholders & other interested parties.

Government Relationship Management

What the organisation does to ensure it effectively manages and maintains its ties with government bodies.

Industry Relationship Management

What the organisation does to ensure it effectively establishes, develops and nurtures a network of mutually beneficial industry relationships.

Other Tertiary Institution Relationship Management

What the organisation does to identify key peer tertiary institutions, and manage and maintain these relationships.

Media Relations Management

What the organisation does to ensure it promotes and enhances its profile and reputation regionally, nationally and internationally. Through the publicising of research and expertise, achievements and successes to a range of media and networks, while also responding to direct enquires from the press, maximising positive coverage in the media.

Internal Stakeholder Relationship Management

What the organisation does to ensure it facilitates, develops and maintains internal stakeholder engagement & dialogue.

Public Relationship Management

What the organisation does to ensure it establishes and maintains mutually beneficial relationships between the organisation and the public, through a programme of corporate, annual and one off external-facing events, as well as a programme of collaborative and community-focussed events.

Promotions Management

All activities aimed at the promotion of the institution to prospective and current students, businesses and the general public.

Brand Management

What the organisation does to ensure its brand is perceived positively, presented consistently and segregated from its competition.

Campaign Management

What the organisation does to raise awareness of its courses and services through planning, execution, tracking and analysis of marketing campaigns.

Event Management

What the organisation does to ensure large scale events, such as open days, conferences and high-profile public lectures, are planned, coordinated and operated satisfactorily.

Market Research

What the organisation does to ensure information is gathered, analysed, understood and disseminated about the market(s) in which it operates, or may operate in future. This includes understanding the needs and preferences of those the organisation aims to serve, and the viability of the services it offers now or plans to offer.

Marketing Management

What the organisation does to ensure it puts into practice the appropriate techniques, methods and structures in order to market the organisation.

Merchandising

What the organisation does to promote the sale of products in a retail setting.

Supporting Services

All activities that provide additional support to staff and students on and off campus to ensure a comprehensive range of services.

Food & Retail Management

What the organisation does to manage the provision of food and retail outlets and associated services on campus and at associated locations. This includes payment services, e-commerce, stock management and logistics.

Religious Support

What the organisation does to support the religious and spiritual needs of staff and students, including the provision of care services, events and facilities.

Sport & Recreation Management

What the organisation does to provide facilities for sport and other recreational activities to staff, students and the wider community where appropriate.

Venue Management

What the organisation does to manage the provision and booking of venues, including the associated facilities, both internally and to external customers. This excludes event management.

Child Care Management

What the organisation does to ensure that there is suitable childcare advice and support available to staff and students. This may include childcare facilities, vouchers, etc.

Health Care Management

What the organisation does to make sure that efficient and effective health care services are available. It will ensure that students know how to access these services, especially students not from the UK.

Printing Management

What the organisation does to provide print services to students and staff, including provision of accounts for payment when required and printing in custom sizes and formats.

Internal Communications

What the organisation does to ensure that all constituent parts can communicate effectively using appropriate means across all aspects of the business.

Complaint & Compliment Management

What the organisation does to receive, manage and respond to any complaints or compliments related to any aspect of its business.

Human Resource Management

All activities aimed at the management and organisation of staff and their contribution to the institution.

Workforce Planning

What the organisation does to forecast, recommend and report workforce requirements and performance, including structuring, based on the strategic objectives of the institution.

Staff Recruitment

What the organisation does to ensure the best candidates are recruited to vacant posts, including identification of job requirements, attraction and selection of candidates, hiring and induction.

Talent Management

What the organisation does to ensure succession planning, assessment, development and high-potential management of people particularly valuable to the organisation.

Remuneration & Entitlements Management

What the organisation does to ensure it rewards its staff appropriately in terms of pay, pension and other benefits.

Workforce Relations Management

What the organisation does to ensure a positive work environment, focus on individual and collective relationships,

including unions, resolve workplace issues through intervention when necessary.

Workforce Reporting

What the organisation does to ensure it provides internal and external (including statutory) operational and strategic information about its workforce to those who need it.

Staff Absence Management

What the organisation does to ensure the absence of employees is managed, recorded, authorised and followed up appropriately, along with ensuring work is adequately covered by other staff. This includes annual, sick, and other authorised leave, and unauthorised absence.

Staff Engagement

What the organisation does to ensure its employees are motivated to contribute to the organisation's success and committed to the organisation's goals and values.

Staff Record & Details Management

What the organisation does to maintain accurate information about employees, including contact, address and biographical details, contract management and document management. This includes appropriate record retention and disposal management.

Employee Performance Management

What the organisation does to ensure expectations of employee performance are set, and individual objectives are established and assessed. This includes ensuring measures can be put in place to manage and improve unacceptable performance.

Employee Support

What the organisation does to ensure its employees are provided with assistance, advice and guidance about personal and employment matters that might affect health, wellbeing or performance.

Training & Development

What the organisation does to ensure the acquisition of new, or enhancement of existing, knowledge and skills by its employees in order to provide the desired level of performance.

Occupational Health

What the organisation does to ensure the physical and mental wellbeing of its employees in the workplace.

Information & Communication Technology Management

All activities aimed at the efficient and effective development, delivery and management of ICT resources and access to those resources.

Infrastructure Lifecycle Management

What the organisation does to create and manage infrastructure in support of organisational requirements.

Application Lifecycle Management

What the organisation does to create and manage applications in support of organisational requirements.

ICT Service Support

What the organisation does to ensure the delivery of customer focused ICT service support.

Digital Communication Management

What the organisation does to facilitate communications between stakeholders over digital channels and ensure that new channels are identified and adopted as required.

Identity & Access Management

What the organisation does to manage data on IT systems and applications about users. Managed data includes user objects, identity attributes, security entitlements and authentication factors.

High Performance Computing

What the organisation does to ensure access to HPC services.

End User Computing

What the organisation does to ensure the availability of end user devices and/or access by end user devices.

Library Management

All activities related to the management of library resources and access to those resources. This does not include the physical library environment.

Library Collection Access Management

What the Organisation does to manage loaning and access to library collections and resources both physical and electronic, by students, staff and the wider community, in line with license and subscription agreements.

Library Collection Resource Management

What the Organisation does to manage the its library collections and resources, including acquisition, invoicing and cataloguing, covering both physical and electronic assets.

Library Membership Management

What the Organisation does to manage membership of the library, covering students, staff and the wider community.

Art/Museum Collection Management

What the Organisation does to manage, maintain and secure its art and museum collections, including acquisition, cataloguing and loans.

Information Management

All activities aimed at acquiring, storing, exploiting, archiving and deleting information in the organisation. Information under management includes structured and unstructured data as defined as in scope by the data governance, data security and data management policies.

Information Search & Discovery

What the organisation does to locate, index, catalogue and publish information for both internal and external use. This may include data not held by the organisation.

Information & Data Management

What the organisation does to manage institutional data, including planning for sourcing and storage, ensuring data is fit for purpose including sourcing and maintenance of data necessary to support the organisations business (may include geospatial, social, economic, demographic data).

Information & Data Security Management

What the organisation does to assess, mark, monitor, manage and maintain information security, and intervene/escalate in the event of breach of the Information Security policy. This will include complying with regulation, legislation and internal risk management.

Information Analytics

What the organisation does to ensure the application of appropriate analytical techniques, including support for

advanced analytics and their application to large data sets, providing the organisation with greater insight into their data.

Information Collection Management

What the organisation does to understand, acquire, store archive and delete/sunset information which requires collection, validation, quality checking, use and re-use.

Copyright Management

What the organisation does to secure data under copyright, including identification, assessment, monitoring and intervention in the case of breach, and ensuring appropriate use of data copyrighted by other persons or organisations.

Records Management

What the organisation does to ensure that that records are managed in accordance with internal and external requirements / regulations / law.

Enterprise Content Management

What the organisation does to acquire, maintain and manage content across both digital and physical platforms.

Business & Operational Reporting

What the organisation does to understand requirements, source data, validate quality and publish reports – on any platform – to underpin its daily operations and support its tactical and strategic planning.

Finance Management

All activities aimed at the efficient and effective management of money (funds) in such a manner as to allow the organisation to accomplish its objectives.

Procurement & Purchasing Management

What the organisation does to ensure the effective sourcing, purchasing and supply of the goods and services that enable the organisation to operate.

Budget Management

What the organisation does to ensure the analysis, organisation and oversight of costs and expenditures within the business. This will include adhering to strict internal protocols on income & expenditures.

Treasury Management

What the organisation does to ensure ongoing liquidity and mitigation of operational, financial and reputational risk through sound financial planning.

Income Management

What the organisation does to ensure the effective invoicing, collection and allocation of monies into the organisation, including debt management.

Insurance Management

What the organisation does to ensure the relevant provisions are in place to provide a means of protection from financial loss.

Asset Management

What the organisation does to ensure a systematic process of deploying, operating, maintaining, upgrading, and disposing of assets cost-effectively.

Financial Reporting

What the organisation does to ensure the accurate and secure preparation, production and publication of financial information for both internal & external consumption.

Taxation Management

What the organisation does to ensure the relevant strategy and procedures are in place to safeguard the organisation against its taxation risks and liabilities.

Financial Advisory

What the organisation does to offer specialist financial advice.

Expenditure Management

What the organisation does to ensure the effective payment of creditors, suppliers and customers.

Supplier Management

What the organisation does to plan and manage the relationships with third party suppliers of goods and services to maximise benefits.

Accommodation Management

All activities aimed at the provision of accommodation to students, and potentially other people when not occupied by students.

Accommodation Allocation

What the organisation does to allocate accommodation to students who have requested it, or to other people staying there when not occupied by students, and to enable an orderly occupation of accommodation upon arrival, and the management of room transfers and student withdrawals.

Accommodation Departure & Turnaround Management

What the organisation does to enable an orderly departure of residents at the end of their tenancy and ensure the accommodation is properly prepared for its next resident.

Accommodation Facilities Management

What the organisation does to ensure accommodation is appropriately furnished and equipped, including repair and replacement of furnishings and equipment as needed.

Accommodation Incident & Emergency Response

What the organisation does to ensure it is able to react and respond appropriately to emergencies and other serious incidents that occur in or affect student accommodation, including the ability to keep residents safely housed even during occurrences that mean standard accommodation is temporarily vacated.

Private Sector Housing Management

What the organisation does to provide tools and services to help students find private accommodation to rent whilst they are at the organisation.

Legal Services

All activities aimed at ensuring the availability of effective legal services.

Contract Management

What the organisation does to ensure that all contracts are effectively managed within required frameworks.

Legal & Legislative Compliance

What the organisation does to ensure compliance with all appropriate legal and legislative requirements.

Legal Advisory

What the organisation does to provide effective legal advisory services to its community.

Dispute Resolution

What the organisation does to manage and resolve legal and legislative disputes.

Facilities & Property Management

All activities aimed at ensuring that organisational facilities and properties are fit for purpose, futureproofed and maintained to the appropriate standards, including security and health and safety.

Estate Development & Management

What the organisation does to ensure that its estate is effectively developed and managed to meet both current and future requirements.

Campus Parking

What the organisation does to provide the appropriate level of car parking availability.

Campus Security

What the organisation does to ensure the safety of the onsite community including monitoring and responding to unacceptable or criminal behaviour.

Space Utilisation

What the organisation does to maximise the utilisation of available space.

Property Maintenance

What the organisation does to maintain its estate to appropriate and acceptable levels.

Environmental Management

What the organisation does to manage environmental services.

Health & Safety

What the organisation does to provide an environment conducive to the health and safety of the entire onsite community.

Mail Management

What the organisation does to ensure the distribution of mail both internally and externally.

Commercial Tenancy

What the organisation does to manage external tenants.

Vehicle Management

What the organisation does to manage its internal vehicle fleet.

Strategy & Governance

All capabilities required to ensure that the organisation is able to develop and maintain its strategic direction, manage continuous improvement, grow and share knowledge and best practice, and comply with external requirements.

Strategy Management

All activities aimed at ensuring that the organisation has a coherent, integrated and sustainable vision, mission and strategy.

Strategic Vision Development

What the organisation does to develop and maintain a coherent vision for the future.

Strategic Plan Development

What the organisation does to develop, maintain and review strategic plans in support of its vision, mission and strategy.

Strategic Plan Management

What the organisation does to develop, maintain and review strategic plans in support of its vision, mission and strategy.

Strategic Reporting

What the organisation does to report on progress towards delivery of strategic plans and objectives.

Business Horizon Scanning

What the organisation does to review developments within the sector and in the world at large to inform strategic development.

Corporate Performance Management

What the organisation does to set, measure and assess targets and metrics for key corporate objectives.

Business Capability Management

All activities aimed at understanding, prioritising, delivering and managing the capabilities needed to support the strategy(s) and vision.

Benefits Management

What the organisation does to identify, measure and evaluate the anticipated benefits associated with a given change initiative.

Change Portfolio Management

What the organisation does to govern and manage the entire institution change portfolio - including all programmes, projects and initiatives - their prioritisation and oversight.

Organisational Design

What the organisation does to ensure that its structures are optimised to support operational excellence and delivery of strategic objectives.

Quality Management

What the organisation does to assess service quality, and determine and monitor quality improvement activities.

Enterprise Architecture

What the organisation does to develop and maintain architectural deliverables to support effective business decision making.

Corporate Governance

All activities aimed at ensuring compliance with external regulations and internal policies, including management of risk.

Risk Management

What the organisation does to assess corporate risk, and to identify and monitor risk mitigation activities.

Compliance Monitoring & Reporting

What the organisation does to monitor and report on compliance with institutional Policies and Standards.

Policy & Regulation Management

What the organisation does to develop, manage, maintain and enforce corporate policies, regulations and standards in line with internal and external requirements.

Internal Audit & Reporting

What the organisation does to manage and undertake the internal audit and compliance program.

Business Continuity Management

What the organisation does to ensure the development, testing, and maintenance of business continuity plans.