

University Centre Peterborough

STRATEGIC PLAN

2022-2024



University Centre
Peterborough

Part of the
Inspire Education Group

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WELCOME

University Centre Peterborough (UCP) operates from our Peterborough and Stamford campuses and became the designated HE subsidiary for the Inspire Education Group (IEG) in 2020. UCP was granted its title by the Privy Council in 2007 and entered a validation partnership with the Open University in 2021. Our aim was to provide our students with a globally recognised qualification from a university that has already helped over 2 million students achieve their ambitions.

UCP offers a diverse portfolio of courses covering a range of subjects and we are rapidly developing specialisms in a number of key areas. Our portfolio is constantly being revised and updated to take account of the emerging needs and aspirations of our local, national and global markets.

To achieve our ambitions, we seek to work with key stakeholders who are committed to developing a higher education provision that responds to the challenges of the 21st Century.

The 2020-24 Strategy outlines our ambitions and key objectives to ensure we are able to meet the needs of the City of Peterborough, Stamford and region. We also maintain long standing and high quality partnerships with Addict Dance Academy in Leicester and the Eastern School of Performing Arts based in Stamford.

Students remain at the heart of all that we do and are integral to the decision-making process. Students and staff work in partnership to achieve personal and institutional success. As a smaller provider we value and celebrate the diversity of our student body and provide a personalised experience for our students during their academic journey. Our smaller class sizes and supportive learning environment mean that we put students first.

We are committed to ensuring that under - represented groups within higher education are given sufficient access and support to achieve their goals. These intentions are clearly articulated within our Access and Participation Plan as we are a provider that ensures equality of opportunity within our provision. We aim to ensure that every student, whatever their background, has a fulfilling experience of higher education that enriches their lives and careers.

We aim to ensure that the attributes of the UCP graduate result in personal and academic success.

The University Centre Peterborough Graduate demonstrates:

- Resilience
- Engagement in and promotion of continuous academic and professional development
- A global perspective and cross-cultural sensitivity and awareness
- Clarity of communication and purpose
- Information and skill expertise
- Intellectual autonomy and enquiry
- Adaptability
- Civic values

This Strategy outlines our commitment to making a sustainable, socially responsible contribution to the economic development of the region, UK and global community.

We aim to collaborate with the local communities we serve to ensure that our provision and purpose aligns with our civic duty.



"I was much impressed by the lecturers who proved to be brilliant mentors. As well as gaining knowledge, the conducive environment has raised my confidence to study a Masters in International Relations after graduating from UCP. I cherished every moment spent with teachers and fellow students as the diverse cultures made the environment even more enjoyable."

ZIA SHABBIR
BSc (Hons) Business Management

"I initially started a degree at a large university and then discovered the small amount of support that students were offered. I then applied to UCP and the journey was completely different. They offered smaller classes, 1:1 help and the utmost support from all members of staff so my academic journey could reach an all-time high."

ELIZA ELLIS-HYMAN
BA (Hons) Psychosocial Studies



"After I presented my final year project at the UCP Computing Conference, which is attended by employers from the IT industry, I was invited to an interview at HIVE Learning who were impressed with my work. That has now led to me getting my dream job in London working on the development of learning technologies."

MACIEJ KAZIMIEREK
BSc (Hons) Computing and Information Systems

INSPIRE EDUCATION GROUP

Inspire Education Group is a successful provider of further and higher education with two main campuses in Cambridgeshire and Lincolnshire. The Group also delivers specialist commercial training for employers locally, regionally and nationally.

We seek to transform the lives of our students and trainees, preparing each for their next step, whatever that might be. We support employers to develop their people and their organisations. We strive to make a positive contribution to the prosperity and wellbeing of our diverse communities.

We will continue to create and nurture long-term, strategic partnerships that support us in responding to the needs of our different communities, contributing to the social and economic prosperity, growth and aspiration of our locales, and building the resilience of our Group.

People are at the heart of our Group, whether that is our students and trainees, our partners in industry and local services, or our staff who deliver outstanding education and training and shape our culture, ethos and values.

The Group will meet the challenges of the next three years with ambition, energy and optimism, and with an absolute focus on excellence.



Inspire Education Group

UCP STRATEGIC PLAN 2022-2024

This plan presents a positive and deliberate strategy to deliver a strengthened local and regional higher education offer, recognising the advantages of a single organisation with one vision, shared and relevant education and training opportunities, and a relentless focus on quality, standards and excellence.

Through this plan we will secure our place in Cambridgeshire and Lincolnshire as a further and higher education provider of first choice, delivering excellent education and training and achieving recognition as part of an outstanding college group.

We will develop inspirational learning opportunities across our two campuses, responding to growth in the city of Peterborough, the rural catchment of Stamford and the surrounding towns and villages. We will meet the demographic uptrend in the number of young learners by maintaining a broad and inclusive curriculum in both key locations and improving access to and participation in higher education.

We will extend our capacity to deliver higher technical qualifications, degrees, and respond to the specialist training needs of employers. We will work with key stakeholders to tailor our provision to local skills needs and develop opportunities for upskilling, retraining, personal progression and business growth. One aspect of this will be to support individuals to retrain by offering blended part-time provision and micro credentials.

We will ensure that higher education improves not only the career and economic prosperity of our students but also seeks to enhance their quality of life and that of their families. UCP will remain a student focused provider intent on achieving high levels of student satisfaction.

This is an exciting time for Inspire Education Group and we believe our ambitious and forward-looking Strategic Plan will ensure we continue to make a demonstrable and positive contribution to the communities we serve.



OUR MISSION, VISION AND VALUES

“OUR MISSION IS TO ENGAGE, ENABLE AND EMPOWER STUDENTS TO MEET THE CHALLENGES OF THE FUTURE.”

UCP Mission

“OUR VISION IS TO BE THE FIRST CHOICE PROVIDER OF EDUCATION AND TRAINING IN OUR REGION.”

IEG Vision

Financial security and performance targets remain critical in these challenging times and we recognise the importance of outstanding leadership and management at all levels of our Group. However, it is our underlying values that give our Strategic Plan heart; they reflect the nature of our work, how we operate and our personality. Our corporate values are a key part of who we are.

I	Innovative	We are enterprising, responsive and adaptable
N	Nurturing	We are supportive, caring and friendly
S	Sustainable	We deliver strong finances that support reinvestment and environmental gains
P	Passionate	We are ambitious, inspirational and aspirational
I	Inclusive	We provide opportunities for all, respecting and celebrating the diverse communities we serve
R	Respectful	We promote high standards through a culture of challenge, support and professionalism
E	Excellent	We always deliver the very best that we can

STRATEGIC OBJECTIVES



1 Strategic Objective 1: ACHIEVE EXCELLENCE

Be recognised as an outstanding HE provider, delivering inspirational education which enables students to achieve their ambitions and promotes social and economic prosperity in our regions. Our measures of success by 2024 will be:

- Continuation for FT First Degree will be 84% and for other Undergraduate (UG) provision will be 75% (84.7% and 93.1% in 19/20 for UCP)
- Completion for FT First Degree will be 75% and for other UG will be 65%
- Progression for FT First Degree will be 60% and for other UG will be 45%
- Classifications, good or better, to be 72% on degree provision
- Classifications, distinction, or merit, for Higher National and Foundation students to be 80%
- Achieve Teaching Excellence Framework (TEF) Silver by 2024
- Deliver the targets within our Access and Participation Plan (APP) to ensure equality of opportunity within our provision
- Student satisfaction rates at 86% or above (75% in NSS nationally in 2021).

2 Strategic Objective 2: FINANCIAL SUSTAINABILITY

Ensure robust financial management which returns an annual surplus and supports investment in the UCP and Group infrastructure and provision of industry-standard learning facilities. Our measures of success each year will be:

- Surplus (EBITDA) at 4% of income (stretch target 8% over the strategy period)
- Academic staff costs <40% of income
- Cash days >25
- Capital investment 1% of turnover
- Financial Statements unqualified audit opinion.

3 Strategic Objective 3: VALUE OUR PEOPLE

Support and invest in our people and their wellbeing, creating an exceptional working environment where colleagues feel valued and empowered. Our measures of success by 2024 will be:

- Staff satisfaction rates consistently 5% above benchmarked averages
- Staff absence 3% below sector average
- Staff turnover at or below sector average
- Minimum £200k pa investment in continuing professional development (stretch target £250k)
- 40 staff members will become either an Associate, Fellow or Senior Fellow of the Higher Education Academy
- 75% of academic staff holding or working towards higher qualifications (level 7 and above)
- All departments exceed minimum health and safety audit thresholds.



4 Strategic Objective 4: GROWTH

Grow and diversify HE in response to local, regional and national needs, developing opportunities for upskilling, retraining, personal progression and business growth. Our measures of success by 2024 will be:

- Year on year growth in higher education
- Increase internal student progression from IEG to 40% and 60 % by 2024
- Extension of higher technical qualification offer
- Opportunities for curriculum diversification and alignment with FE realised
- Achievement of OfS and sector bids to enable project work which aim to benefit the student experience and wider community
- Increased part-time numbers by 10%
- Growth in high quality sub contractual provision
- Introduction of online provision in key subject areas.

5 Strategic Objective 5: POSITIVE IMPACT

Make a positive contribution to the economic and social prosperity of the communities we serve in Cambridgeshire, Lincolnshire and our wider regions. Our measures of success by 2024 will be:

- Our Employability Hub will ensure all courses have two industry partners (stretch target of 4)
- The development of a comprehensive Alumni programme
- The development of our European and international outlook in line with the new Student Route requirements
- A programme to support the civic participation of our students in their local communities
- Clear line of sight between HE provision and the skills needs identified by the Skills Advisory Panels in Cambridgeshire and Peterborough, and Lincolnshire
- Highly effective and successful collaborative partnerships which meet specialist and niche employer and third sector needs
- The Group's contribution to economic impact as measured by the Local Enterprise Partnership and Combined Authority.
- Achievement of all Group environmental sustainability objectives.

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Inspire
Education Group