

Inspire Education Group

STRATEGIC PLAN

2020-2023



Inspire
Education Group

*Peterborough and Stamford,
Thriving Together*

WELCOME

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.

Our Group comprises the following organisations:



Peterborough College

Stamford College

University Centre Peterborough



Stamford Gas Training

MOT Training Centre

Anglia Professional Training

GROUP STRATEGIC PLAN 2020-2023

This plan presents a positive and deliberate strategy to deliver a strengthened local and regional skills 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 provider of first choice, delivering excellent education and training and achieving recognition as 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 post-16 curriculum in both key locations and improving access to and participation in higher education.

We will extend our capacity to deliver more apprenticeships, higher technical qualifications, degrees, and specialist training for 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.

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 VALUES

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

OUR VISION AND MISSION

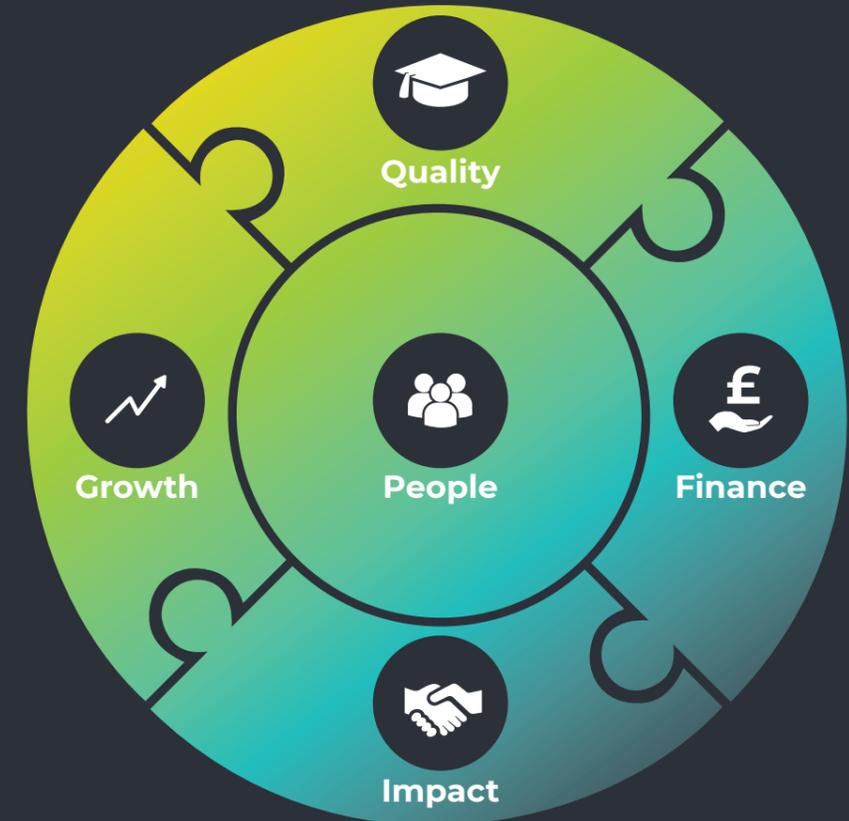
VISION

“To be the first choice provider of education and training in our region”

MISSION

“To transform lives through inspirational education and training”

STRATEGIC OBJECTIVES



1 Strategic Objective 1: ACHIEVE EXCELLENCE

Be recognised as an outstanding college group, delivering inspirational education and training which enables young people and adults to achieve their ambitions and promotes social and economic prosperity in our regions.

Our measures of success by 2023 will be:

- Achievement rates consistently 3% above national averages in all categories of learning (stretch target 5% above national averages)
- Attendance rates consistently above sector norms (stretch target consistently outstanding)
- Increase in positive student destinations to 93% (stretch target 96%)
- Increase in internal student progression to 55% (stretch target 60%)
- Student satisfaction rates at 90% or above (stretch target 95%)
- Progress scores at or above average in most categories (stretch target all categories)

2 Strategic Objective 2: FINANCIAL SUSTAINABILITY

Ensure robust financial management which returns an annual surplus and supports investment in the Group infrastructure and provision of industry-standard learning facilities.

Our measures of success each year will be:

- Sector surplus (EBITDA) at 6% of income (stretch target 8%)
- Staff costs <65% of income (stretch target 63% or less)
- Cash days >35 (stretch target >50 days)
- Borrowing <15% of income (stretch target <12%)
- Adjusted current ratio 2.5 (stretch target 2.9)
- Capital investment £1m
- 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 2023 will be:

- Staff satisfaction rates consistently 5% above benchmarked averages
- Staff absence at or below sector average
- Staff turnover at or below sector average
- Minimum £200k pa investment in continuing professional development (stretch target £250k)
- Achievement of all Group environmental sustainability objectives
- All departments exceed minimum health and safety audit thresholds



4 Strategic Objective 4: GROWTH

Grow and diversify the Group in response to local, regional and national needs, developing opportunities for upskilling, retraining, personal progression and business growth.

Our measures of success by 2023 will be:

- Year on year growth in apprenticeships, specialist training for employers and higher education
- Annual growth of >3% in 16-18 recruitment
- Access and participation targets met for higher education
- Extension of higher technical qualification offer
- All commercial ventures contribute to the Group surplus within two years of inception
- Opportunities for diversification identified and pursued

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 2023 will be:

- Positive student destinations 93% (stretch target 96%)
- Clear line of sight between Group 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 needs
- Targeted commercial ventures which thrive and grow and make a demonstrable contribution to regional employment opportunities
- The Group's contribution to economic impact as measured by the Local Enterprise Partnership and Combined Authority.

Measures of success may be adjusted as a result of ongoing Covid-19 restrictions or other force majeure events.



This document can be made available in large print, audio, and Braille. Translation can also be available upon request.