



Paddington Green Campus  
City of Westminster College  
Paddington Green Campus  
25 Paddington Green  
London W2 1NB  
020 7723 8826

Maida Vale Campus  
City of Westminster College  
Maida Vale Campus  
Elgin Avenue  
London W9 2NR  
020 7723 8826

Willesden Campus  
College of North West London  
Willesden Centre  
Entrance on Denzil Road  
(off Dudden Hill Lane)  
London NW10 2XD  
020 8208 5000

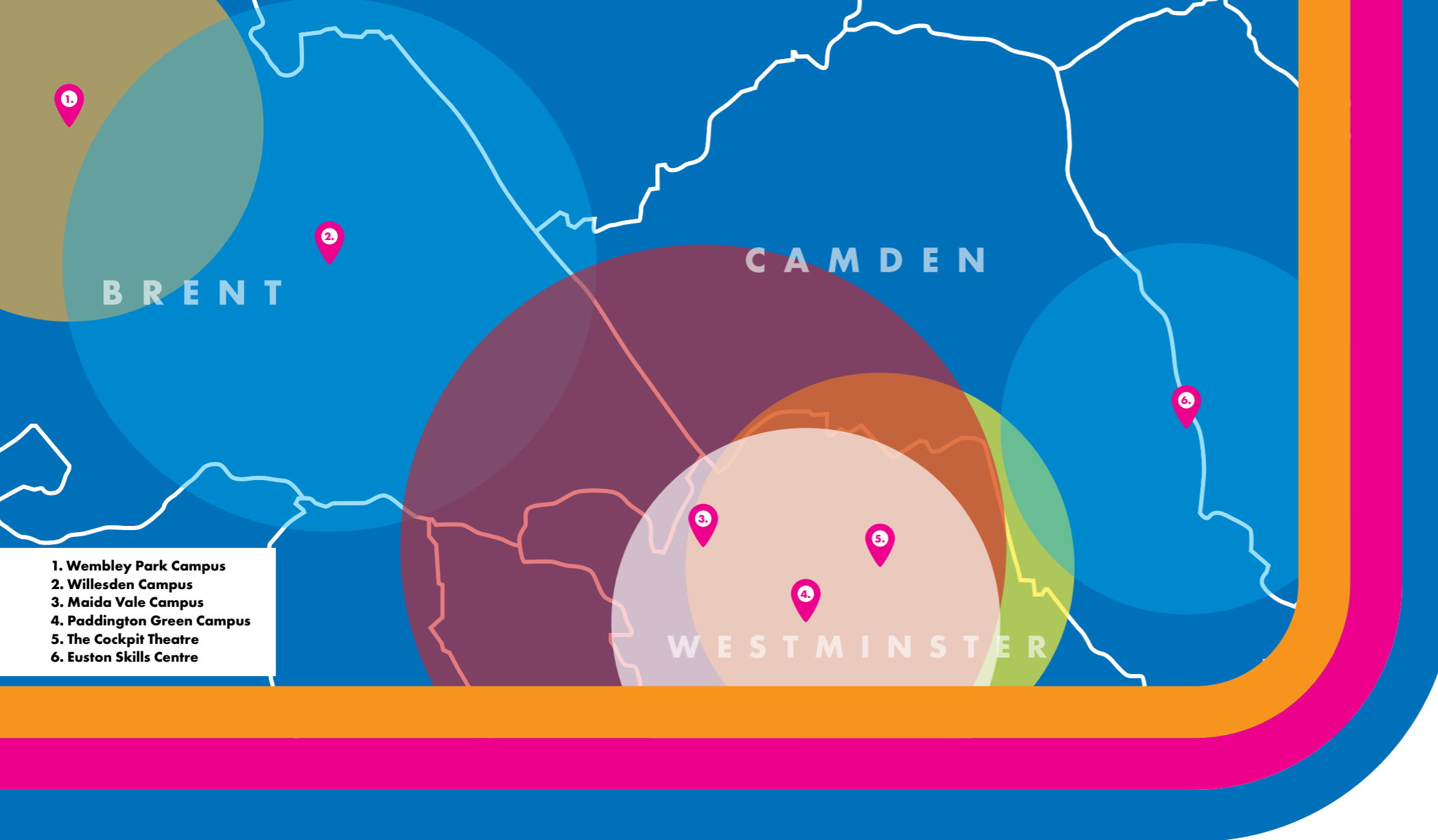
Wembley Campus  
College of North West London  
Wembley Park Campus  
147A Wembley Park Drive  
Wembley  
London HA9 8HQ  
020 8208 5000

Euston Campus  
Euston Skills Centre  
Starcross Street  
London NW1 2HR  
020 8208 5000

The Cockpit Theatre  
Gateforth Street  
London NW8 8EH  
020 7258 2925

**OUR FUTURE  
BEGINS TODAY**

Our College Plan 2024-2030



- 1. Wembley Park Campus
- 2. Willesden Campus
- 3. Maida Vale Campus
- 4. Paddington Green Campus
- 5. The Cockpit Theatre
- 6. Euston Skills Centre

# WELCOME

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# MADE IN



**Stephen Davis**  
Chief Executive Officer  
and Group Principal



**Franklin Asante**  
Interim Chair of the Corporation

## Who We Are

United Colleges Group (UCG) is a London college serving the needs of London and Londoners, delivered by Londoners. We actively tackle injustice and inequality, creating safe, vibrant and open communities where everyone can contribute. We are a green, clean, accessible and sustainable place where everyone is empowered to contribute to tackling the climate emergency. Our college communities support good health, wellbeing, place and connection for everyone so that everyone can study well, work well, and live well.

## Our Strategy for 2027

United Colleges Group (UCG) is committed to a strategy that is bold and ambitious in our desire to meet the skills needs for London and for Londoners. Our purpose is clear and aligned to the need of Londoners in a global community and that is why we have chosen to adopt the global goal for education as our stated ambition. That purpose is to “ensure inclusive and equitable quality education and promote lifelong learning opportunities for all” Global Goals (2024).

As one of the larger further education colleges in London we are committed to meeting the needs of the communities we serve. Since 2019 there have been dramatic changes in the economic and social landscape of not only London but the wider United Kingdom. The pandemic, the rise of mental health concerns and the subsequent cost of living crisis has seen significant challenges arising for colleges. The new reality for colleges is that they must now operate more as a wraparound social care offer rather than simply set piece events that take place at a specific time and location.

We are clear that our strategy must be evidenced based and future focused, and build on the areas of specialism and expertise that we currently have as well as pursue new, strategic opportunities that improve the life chances for our students and move us towards our purpose. We look forward to working alongside the Secretary of State for Education as we pursue our jointly held belief that a skills-based economy is one that will be capable of growth and that growth will lead to increased prosperity for those hard to reach communities that colleges so often serve. We also recognise that:

- It’s all about work and skills – we will continue to repurpose what we do to demonstrate a clear line of sight to the world of work and the development of skills for London and Londoners
- Competition, Quality and Choice are on the increase – we are seeing significant shifts in both quality, size and quantity of providers in the education system. Employers and students will judge our college by what we do and how well we do it
- We are in the eye of a technological revolution – many of our students belong to a technologically literate and socially empowered generation however some are digitally poor as well economically disadvantaged. We must straddle both – those who are highly intuitive confident unaided users of digital technology and those who are not. We must explore ways to exploit all aspects of technology including artificial intelligence both for and with students and staff to improve learning
- Context is everything – first and foremost we are a London college and as such we must continue to focus on and be committed to responding

to the needs of local people and employers. The new local needs duty is a statutory duty on our governing body to ensure that our provision meets this need. The associated accountability agreement makes clear that what we teach aligns to our local need and that a judgment will be made on the success or otherwise of those endeavours. That does not preclude us from looking up and out to improve by seeking new opportunities that will enhance our college’s offer to our students in a way that will enable them to contribute to a global economy

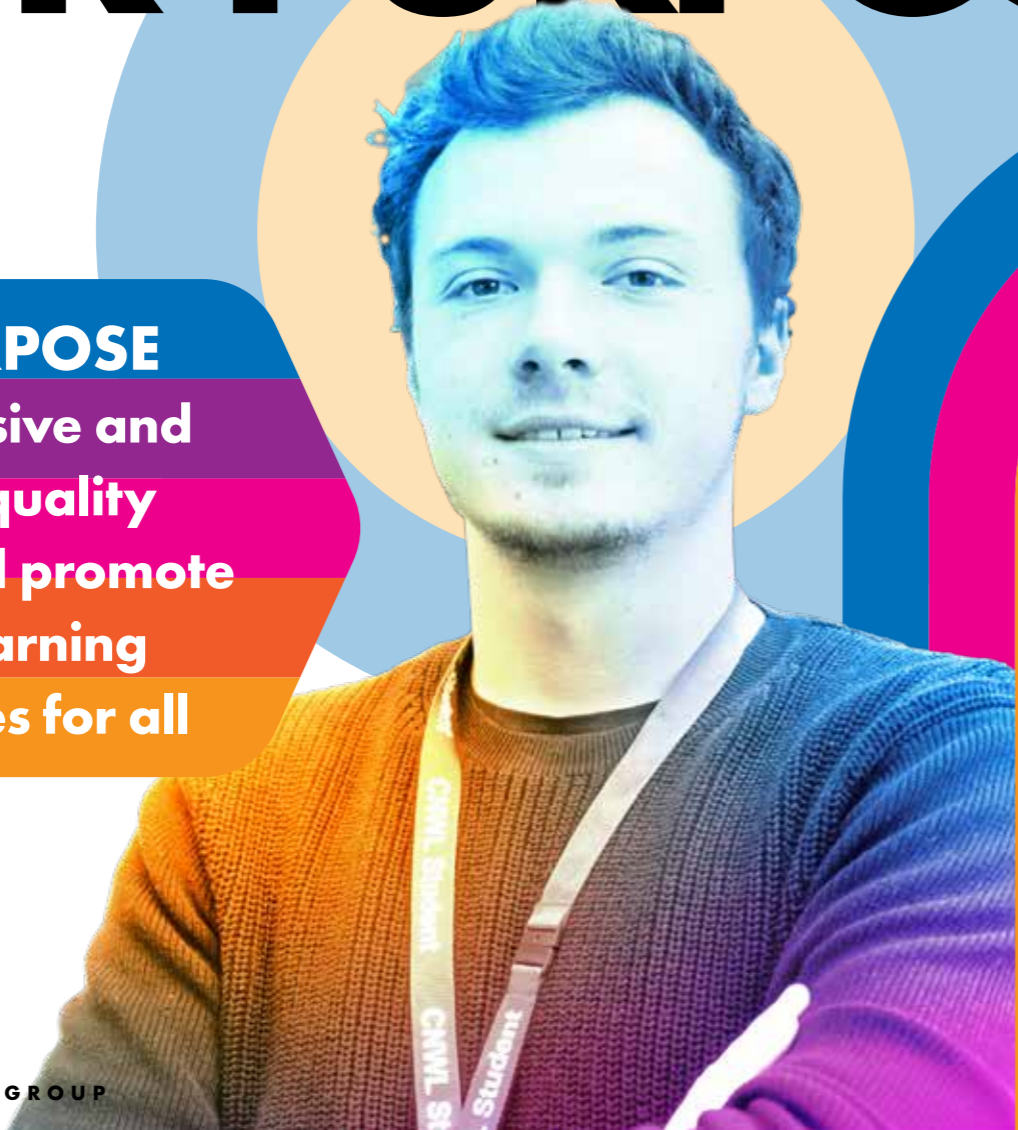
- Working alone is not an option – we believe deeply in the principle and power of collaboration. Our future success is dependent on new and different forms of partnership with a wide range of organisations but only if those partnerships will improve the outcomes for our students and security of our workforce

Our strategic plan sets out our aims and priorities that we will focus on over the coming years. We will not deliver our purpose by doing what we have always done. There will be things we need to stop doing that we do now to release capacity, energy and resources to allow us to focus on what we think must be done. Only then will we be able to truly say to our students that United Colleges Group is transforming you today, for tomorrow.

# OUR PURPOSE AND VALUES

## OUR PURPOSE

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



## OUR VALUES

Inclusion and belonging

Mutual trust and respect

Putting our students first

Always improving

Compassion and empathy

## OUR ENABLING PRINCIPLES

We embrace diversity and take pro-active steps to be inclusive

We communicate openly and transparently and assume positive intent

We put students first in everything we do

We embrace a mindset of perpetual growth, seeking constant improvements in processes, education, and personal development of peers and our students

We care about each other, our wellbeing, our development and actively seek to understand and validate the feelings of others

# WHAT OUR THREE LOOKS LIKE STRATEGIC AIMS IN 2027:



## 1 Our college will provide an outstanding student experience aligned with high quality outcomes delivered in best-in-class facilities for the digital age

- We will continue to provide broad and enriching learning opportunities but with a key focus on essential skills including digital skills
- We will further develop the art of teaching where teachers are truly reflective practitioners who are constantly challenged to ask 'how and when do my students learn best' and are informed by the science of teaching
- We will continue to create new partnerships in London, the wider United Kingdom and internationally that will have a direct benefit on the pedagogy, range and quality of our provision
- We will continue to invest in best in class learning spaces and facilities that are modern, green and where technology improves the learning process
- We will work to enable digital technology as a

powerful tool for accessing new knowledge, sharing and collaboration for our students

- We will work to ensure that the quality of teaching and learning consistently exceeds all comparators
- We will work to adopt a hybrid approach to learning when aligned to student need and circumstances
- Our staff will, regardless of their role, continue to work to create and support a compelling experience for our students
- Our college will ensure that achievement levels are consistently the highest in London

- Our student happiness will be in the top quartile for satisfaction throughout the country
- The quality of teaching and learning will be assessed as Outstanding
- The distance travelled for our students will consistently exceed expectations
- Our students will be enthusiastic, keen to learn and engage fully in all their classes
- We will continue to work to deliver the London Local Skills Improvement Plan by supporting initiatives such as the Mayor's No Wrong Door plan

## 2 We will be known for a people first culture that is inclusive, fair and responsive

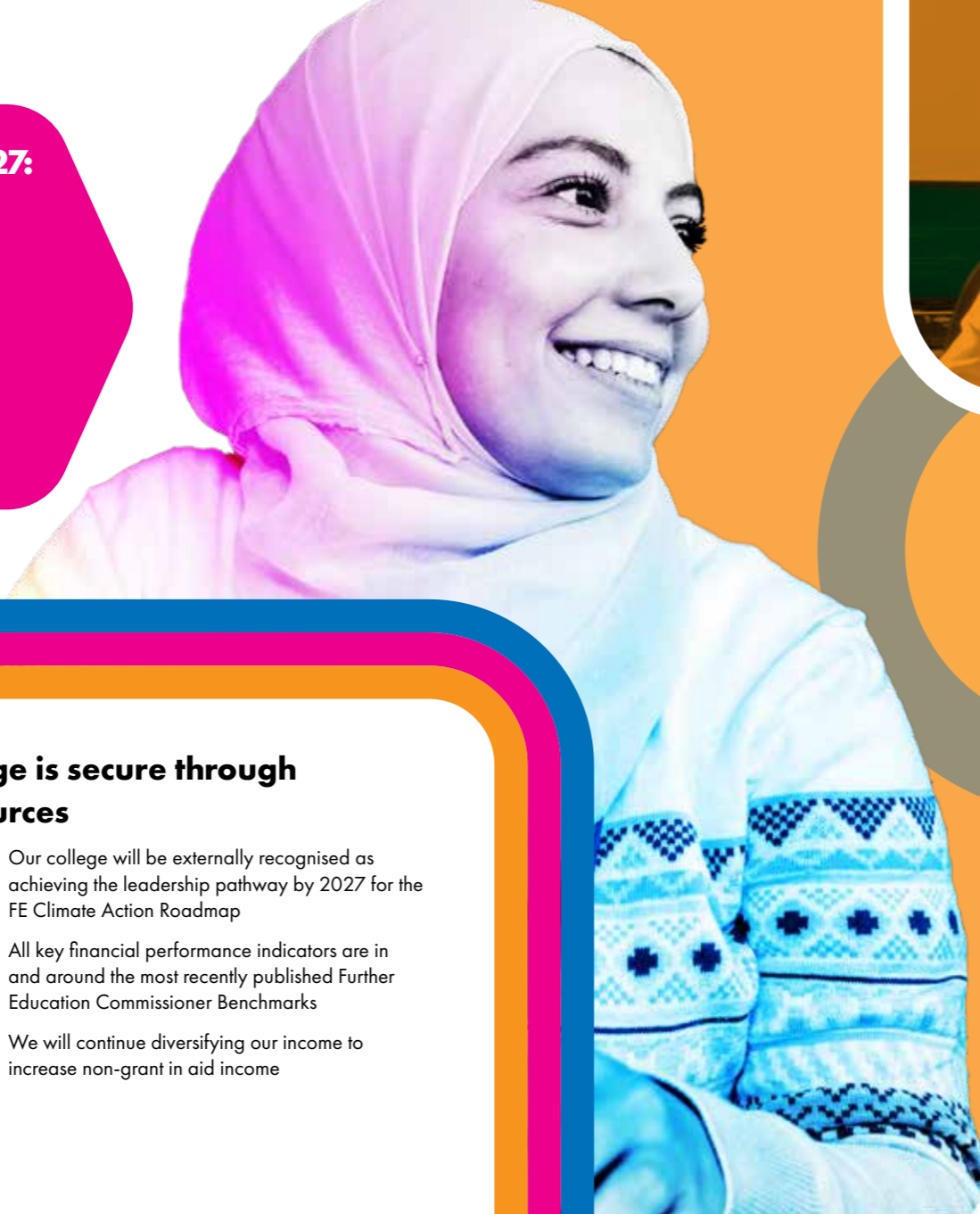
- We will continue to work towards a pay and reward position linked to growth and achievement of our key performance indicators agreed with the corporation that supports retention and recruitment of the best staff available
- Allow staff to be flexible in their working where the focus is on the student experience first
- Allow space for creative thinking through dedicated professional development for all our staff whether they are in a student facing or student support role
- Enable digital technology as a powerful tool for accessing new knowledge, sharing and collaboration for staff
- By 2027 those holding senior positions of authority at United Colleges Group are as diverse as the communities we serve with the next generation ready to follow
- The mix of our permanent staff to variable contract hours staff will be at least 80%
- Our college will be recognised and accredited as a "Gold" Investors In People organisation
- Our staff happiness will be in the top quartile for satisfaction throughout the country
- Our health and wellbeing strategies will reduce staff non-chronic sickness levels below the sector average
- As a London College we will support the Mayor's ambition for the Good Work Standard

WHAT SUCCESS LOOKS LIKE IN 2027:

# OUR THREE STRATEGIC AIMS

## 3 Ensure that the future of our college is secure through efficient and effective use of resources

- We will never lose sight of the opportunities for learning that funding facilitates through efficient use of that funding for our students
- We will ensure that the college will be cash generative each year to ensure that capital maintenance is a central tenet of our thinking
- We will always look to have at least a balanced budget and only in exceptional circumstances would we move away from this
- Our college will be externally recognised as achieving the leadership pathway by 2027 for the FE Climate Action Roadmap
- All key financial performance indicators are in and around the most recently published Further Education Commissioner Benchmarks
- We will continue diversifying our income to increase non-grant in aid income



# FUTURE-ENABLED

## OUR SPECIALISMS

### Green Skills

- Ensure a curriculum that supports London's transition to a net-zero economy
- Equip London's workforce with skills for green technology, focusing on Engineering, Construction, and Built Environment
- UCG to be a key member of Greater London's Green Construction Advisory Panel (GCAP)
- Provide pathways to higher qualifications and employment to meet industry standards post-16
- Use digital tools to analyse employer needs, improving engagement and expanding training
- Develop industry-standard facilities, involving employers in curriculum design and staff upskilling

### Creative and Digital Industries

- Expand Creative Industries offerings from Paddington Green to Wembley Park, with state-of-the-art facilities
- Integrate digital skills across sectors, creating synergies in qualifications and projects

- Collaborate with partners to promote sustainable practices in Creative and Digital Industries
- Fuse creative and STEM skills in curriculum design, ensuring students meet industry demands
- Create inclusive pathways to advanced digital skills for sector-wide demand

### Health, Social Care, and Life Sciences

- Position UCG as a key player in London and UK health and social care education
- Offer flexible qualifications for progression to professional and HE levels, including nursing
- Engage with employers to align curriculum with job-ready skills
- Collaborate with NHS trusts and partners to meet workforce needs
- Invest in resources to keep pace with digital health and biotech advancements
- Align curriculum with digital innovations to meet sector demand
- Foster partnerships with employers and universities, leveraging UCG's London position



## DIGITAL TRANSFORMATION

Our Digital Transformation strategy is central to the UCG Strategic Plan, aiming to optimise student experiences and outcomes. It's designed for agility, delivering digital innovation uniformly across all campuses, reflecting the UCG brand.

However, we recognise the need for flexibility. Our diverse curriculum portfolios demand tailored digital solutions. With project-based learning on the rise, our strategy must address these unique challenges. Therefore, our approach focuses on providing targeted, adaptable digital solutions to meet varied demands and ensure the best outcomes.

This approach allows us to quickly evaluate and implement digital solutions, enhancing student experiences and making return on investment decisions easier, all while maintaining a 'best for student' focus.

Digital Transformation is a continuous process of layered improvements, addressing the competing priorities of the Balanced Scorecard. Our strategy's innovative, incremental implementation ensures that we maximise impact without compromising our business model.

For students, digital transformation should enhance their learning from day one. A key element of our strategy is adopting Smart Campus across all locations, establishing it as the digital signature of the UCG Brand.

## SKILLS DEVELOPMENT

We want our programmes to be accessible recognising the pivotal role of education in ensuring that Londoners with lower level skills can develop skills to impact lives and move people out of insecure employment, upskilling and enabling progression to higher level occupations and greater job security.

We will continue our work with Job Centre Plus and other partner organisations and local communities to ensure that our adult programmes offer all Londoners access to education using multiple entry and exit points which will allow adult learners the opportunity to "retrain and return" to the labour market quickly or progress to higher level qualifications, taking full advantage of lifelong loan entitlements, offering short sector focused courses in tandem with our partners to deliver effective routes to employment and retraining.

We will offer routes from entry to Level 2 in English, Maths, Digital and ESOL alongside a broad vocational curriculum offer. We will utilise additional funding where available to ensure that we take advantage of flexibilities to ensure upskilling and accessibility for a wider community.

Our provision will have routes for all learners, including those with low-level skills, to progress onto high value technical/vocational qualifications and sustainable employment or onto HE/apprenticeships through construction/skilled trades, green technologies, Digital and Science, alongside routes in Accounting, Health and Social Care and Creative Industries enhancing employment options, improving salary levels and digital inclusion.

We will support digital inclusion and literacy for those furthest away from the job market recognising the key cross cutting sector importance of digital skills.



## SUSTAINABILITY

UCG is following the FE Climate Action Roadmap as a framework for its Sustainability journey. Our ambition is to ensure that the kite mark for "Leading" is achieved by 2027.

We will survey college staff and college students around environmental interest, competency, focus on plastics, meat, travel and other elements. The results will

be reported to the Sustainability Committee and will inform future practice.

United Colleges Group will commit to achieving the FE Climate Roadmap by a deadline. UCG will define what Carbon Neutral means to itself and make medium term and long term SMART targets to reach this goal.

## STRATEGIC COLLABORATIONS

We are an anchor institution, dedicated to meeting the needs of the local and London community through strategic partnerships.

UCG will play a pivotal role in West London Alliance and Central London Forward, contributing to the Local Skills Improvement Plan.

We will collaborate with Brent, Westminster, Camden, the Greater London Authority, and the DFE to align our skills priorities with their plans, ensuring mutual benefits for residents and students.

By working with local and national FE institutions, universities, and colleges, we'll address shared challenges and implement joint efforts to create meaningful change in education.

We will continue to strengthen sector-based networks,

boosting collaboration between local authorities, intermediaries, and training providers to drive systemic change and achieve immediate outcomes like pre-employment training and successful funding bids for skills curriculum development.

Our membership in BusinessLDN and Westminster Business Council keeps us engaged with emerging business trends and sector developments across London.

We will work closely with trade and professional bodies, especially in Construction engineering and the Built Environment, to meet industry training needs and build a qualified workforce.

Engaging with a wide range of employers, we'll develop curricula, provide work experience opportunities, and address emerging skills needs and technologies to prepare the future workforce.

# 4 KEY AREAS OF STRATEGIC FOCUS

Our college will be a dynamic, technology-driven environment that emphasises flexibility, personalised learning and a global perspective all the while maintaining a strong focus on sustainability and our student well-being.



## 1 Enhancing Our Student Experience and Outcomes

- **Artificial Intelligence:** AI-driven tools will assist in personalised learning paths, grading, administrative tasks, and even mental health support. Virtual assistants could help our students with scheduling, study tips, and navigating campus life
- **Project-Based Learning:** Emphasis will shift towards project-based and experiential learning, where our students work on real-world problems in interdisciplinary teams, often in collaboration with industry partners
- **Holistic Support Services:** Support for mental health and well-being will be integrated into college life. AI and telehealth services could provide 24 hour mental health support, while wellness programs emphasise physical health, mindfulness, and work-life balance
- **Career Services and Lifelong Learning:** Our college will offer robust career services that include internships, co-ops, and partnerships with businesses. Initiatives will support alumni in continuous education and career advancement



## 2 Fit for Future Assets

- **Smart Campuses:** Our college campuses will be equipped with IoT (Internet of Things) devices, creating smart environments where everything from lighting to security is automated and responsive. Smart classrooms will feature advanced audiovisual equipment, interactive whiteboards, and augmented reality (AR) tools
- **Sustainable Campuses:** Sustainability will be a core focus, with green buildings, renewable energy sources, and comprehensive recycling programs. Our campuses might feature vertical gardens, solar panels, and energy-efficient transportation options
- **Virtual and Augmented Reality:** VR and AR will play a major role in immersive learning experiences. Our students might attend virtual labs, historical simulations, and global field trips without leaving the campus
- **Flexible Spaces:** Traditional lecture halls will be replaced with adaptable spaces that can be reconfigured for different uses, such as collaborative workspaces, quiet study areas, and social hubs for everyone



# 4 KEY AREAS OF STRATEGIC FOCUS



## 3 People, Culture and Growth

- **Global and Diverse Community:** Our college will foster more international collaborations and exchanges, creating a diverse and inclusive environment. Virtual exchange programmes might become as common as physical ones, broadening the cultural exposure of students and staff
- **Community Buildings:** Our college will emphasise creating strong communities through residential life programmes, student clubs, and social events. Digital platforms will facilitate community building, allowing staff and students to connect and collaborate virtually
- **Research and Development:** Our college will invest in cutting-edge research and foster innovation through partnerships with industry and government. Interdisciplinary research centres and incubators will support entrepreneurial initiatives and technological advancements



## 4 Robust Financial Health

- **Financial Accessibility:** Efforts to reduce the cost of education through online resources, open educational resources (OER), and alternative credentialing will make Further and Higher education more affordable. This will allow our college to offer more opportunities for our communities to engage in learning either through formal qualifications or micro credentialing
- **Micro-Credentials and Modular Learning:** Our college will deliver education that is more modular, with our students and staff earning micro-credentials or badges for specific skills. This approach allows for a more flexible and personalised education, with our students and staff able to mix and match courses to suit their career goals potentially at lower cost



**“In London  
everyone is  
different, and  
that means  
anyone can  
fit in”**  
*Paddington Bear*

# MADE FOR LONDON

