

**Meta-Skills.**  
**Super-Agency.**  
**Seamless**  
**Progression.**

**Strategic Framework**  
**2026-31**



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#### VISION STATEMENT

**To help every learner gain the knowledge, creativity, and skills to succeed in a changing world.**

#### MISSION STATEMENT

**Learning that lasts.  
Ready for the future.**

# Executive Summary

The job market is changing at a very fast pace.

The World Economic Forum predicts that 39% of current skills will be old by 2030.

39%

There will be high demand for skills such as Artificial Intelligence (AI) & Big Data, Cyber Security, Creativity, Resilience, Leadership, Social Influence, and Emotional Intelligence.



Our strategy helps our learners prepare for these changes.



# We aim to become the UK's leading college for student-focused education that prepares learners for the future.

Our strategy ensures alignment with the Industrial Strategy 8 (IS8) skills priorities and the Local Skills Improvement Plan (LSIP) priorities for Essex, which link seamlessly with the Department for Education (DfE) and Skills England frameworks.

Our investment decisions are guided by these national and regional priorities, and the FE and Skills White Paper 2025 has been referenced as a key source to support the development of this strategy.

We retain the very best of career-focused learning: Student CPD Days led by employers, Sector Boards of targeted employers informing us of skill requirements, and Career Packaged qualifications that provide clear pathways to employment.

By building strong partnerships with institutions such as Coventry University Group (CUG), and through our Sector Boards and Student CPD Days we will give learners the confidence, adaptability and skills they need to succeed in an uncertain future.

Our strategy includes a USP Meta-Skills framework that develops lifelong learning and emotional intelligence, and we commit to investing in technology that enhances human potential rather than replacing it.

# Our core strategic objectives

Our goal is to create a college experience where every student has access to great opportunities, uses improving digital tools, and follows learning paths that change with the times.



**Our strategy is built on four core strategic objectives that align with our key themes: Future-Focused Learning, Technology & Human Connection, Partnerships & Performance, and Inclusive Growth. These objectives represent our clear focus on making important, positive changes across the College.**

**01**

**Strategic partnerships: enablers of growth and impact.**

We build deep relationships to create unique opportunities and pathways for our learners.

**02**

**Technology that boosts human potential.**

We carefully choose technology that removes barriers to help rather than replace people, enhancing the learner experience.

**03**

**Developing future-ready learners & adaptive curriculum.**

We update our USP Meta-Skills training and curriculum to meet changing industry needs and build future-ready learners.

**04**

**Our people: building an agile, new culture.**

We invest in staff development and teaching quality to help our educators, making sure learners are ready for an unknown future.

# 01 Strategic partnerships: enablers of growth and impact



**Practical Learning**

Strong employer partnerships create practical learning and clear sector pathways for students. These partnerships include active engagement with sector boards and the integration of Student CPD days, ensuring students gain relevant skills and industry insights.

**Strategic Help**

Partnerships strengthen our mission, expand capabilities, and make us stronger.

**More Influence**

Key stakeholder partnerships are important for expanding our influence and making the most of our positive impact on society.

**Big Impact**

Strategic partnerships with academic organisations both national and international provide major collaboration opportunities, giving us wide reach, enhanced knowledge exchange, global connectivity, and solid partnerships that benefit our learners and institution.

**Accessing Resources**

Collaborations help us obtain resources, expertise, and opportunities we could not get otherwise.

**Alliance Network**

We build a strong network of strategic alliances, helping everyone grow and succeed together.

**Shared Benefits**

Our partnerships are good for everyone, making sure all parties do well through shared goals.



02

# Technology that boosts human potential



# At USP College, digital technology is more than just a tool, it is key to solving important challenges and making people more capable.

We focus on smart integration, making sure technology helps people, instead of replacing them. This creates a unique “super-agency”, empowering students and staff with technology that amplifies their capabilities, supports delivery, and bridges knowledge gaps enabling them to achieve more than they could alone, where new ideas make a real difference.

Leaders will ensure we provide guardrails that enable creative exploration without stifling development.

Our AI strategy is firmly rooted in ethical, transparent, and inclusive principles. We believe in “Guardrails, Not Fences,” meaning our policies guide and protect rather than restrict. This approach, aligned with principles such as those found in the EU AI Act Article 4, also includes a commitment to training all users of AI, ensuring informed and ethical deployment.

Our policies remain flexible enough to experiment, innovate, and create a culture where innovation thrives.



# Innovation Labs: pioneering future- ready teaching

Our Innovation Labs represent a strategic investment in the future of education. This approach supports dedicated experimentation and pilot programmes for innovative teaching methodologies, ensuring we are prepared for evolving education delivery models.

These labs are crucial for developing cutting-edge solutions that will keep our institution at the forefront of learning.



### **Human-Centred Design**

Our investment focuses on tools and platforms that strengthen human connection, develop learning independence, and enable truly personal education.

### **Immersive & Personalised Learning**

We lead in digital learning environments. We use AI and immersive technology to provide personal learning for many students, reflecting real industry settings and individual student needs.

### **Addressing Teacher Shortages**

Digital solutions, such as AI-assisted learning and virtual teaching, help us overcome teacher shortages by boosting educators' skills and extending their reach.

### **Bridging Skills Gaps**

Personal and adaptive learning platforms are important for addressing skills gaps. They allow students to learn at their own pace and focus on areas they need to improve.

### **Breaking Down Barriers**

Technology removes geographical and access barriers. This makes quality education available to more people, no matter where they are or if they have physical limits.

### **Scaling Expertise & Knowledge**

Digital platforms help us share valuable expertise and knowledge across the whole College. This ensures consistent, high-quality learning for everyone.

### **Human "Super-Agency"**

We give people "Super-Agency." Technology boosts human skills, helping with deeper engagement, critical thinking, and better problem-solving, without replacing human interaction.

# The Learning Wall

The Learning Wall is a prime example of the kind of innovative projects emerging from our labs. It's a cutting-edge setup designed to revolutionise how content is delivered and consumed ensuring USP College remains at the forefront of educational excellence.



**Many-to-One Delivery**

A many-to-one delivery setup using specialist Video Conferencing (VC) software, preparing us for scalable and flexible teaching models.

**Future Funding & Delivery**

Prepares us for devolved adult budgets under combined authority mayoral control, and positions us for Lifelong Loan Entitlement (LLE) delivery and homeschool delivery.

**State-of-the-Art Environment**

A state-of-the-art space including a lecturer delivery station, designed for optimal control and interaction.

**AI Teacher Support Tools**

Runs AI teacher support tools providing live assistance to lecturers about students' cognition, learning needs, and preferences.

**Real-time Material Adaptation**

This system adapts material in real-time, ensuring content remains relevant and engaging for all learners.

**Gamification & Live Quizzes**

Offers gamification and live quizzes for students, enhancing engagement and making learning interactive.

**Enhanced Immersive Delivery**

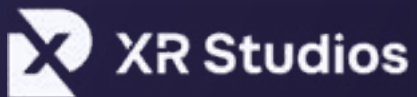
Enhances our immersive delivery capabilities, providing students with rich, interactive learning experiences.



# XR Studios: our Research and Development (R&D) facility

We are making a strategic decision to invest in XR Studios to ensure we remain at the forefront of educational innovation and digital learning.

Our in-house XR Studios serves as a dedicated research and development facility, pushing the boundaries of immersive learning and content creation.



### **R&D Hub**

An in-house unit serving as a research and development facility, setting up experiments and pilots like The Learning Wall.

### **Advanced Production Facilities**

Utilises state-of-the-art XR production facilities including an Infinity Cove, Volumetrics Lab, Motion Capture Space, and Photogrammetry equipment.

### **High-Quality Learning Assets**

Develops high-quality learning assets to support delivery across various platforms and subjects.

### **Sector Leadership**

Maintains USP College's position as a sector leader in digital innovation, setting new benchmarks for educational technology.

### **Funding & Partnerships**

Attracts funding bids and partnerships, fostering collaborative growth and resource expansion.

### **Commercialisation**

Commercialises research products as a valuable by-product of our innovative efforts.

### **Commitment to Innovation**

Represents our robust investment commitment to continuous innovation in education.



# 03

## Developing future-ready learners & adaptive curriculum



**USP Meta-Skills**

We develop USP Meta-Skills, metacognition (thinking about thinking) and Emotion Quotient (EQ), that enable students to adapt their learning, build strong relationships, and thrive in any environment through lifelong learning capabilities.

**Industry-Responsive Curriculum**

We align our courses with current and future industry needs by working closely with continuing sector boards and IS8/LSIP frameworks. This makes sure our courses are relevant and help students get jobs.

**Stackable Qualifications & Flexible Sector Pathways**

We combine formal qualifications with key meta-skills. We offer structured Student CPD Days, and clear sector pathways for sector development and continuous learning.

**Employer Engagement & Real-World Learning**

We build strong, ongoing partnerships with industry leaders and engage with continuing Sector Boards through internships, mentoring, and real-world projects. This links education with dynamic job opportunities and sector progression.

**Building Versatile Capabilities**

We develop broadly useful skills that apply across different industries and roles. This empowers students with critical thinking, problem-solving, and communication for many future sector pathways.

**Fostering Adaptability & Resilience**

We teach students to be adaptable and resilient so they can succeed in a fast-changing job market. They learn to embrace change and handle future challenges with confidence.

**04**

# **Our people: building an agile, new culture**

**We develop our staff to shape the  
future, not just react to it.**



**At USP College, our people are our most valuable resource. We empower every staff member to drive change, moving our main goals forward through an agile, new, and dynamic culture.**

### **New Mindset**

Challenging the status quo is central to us. We create a place where traditional thinking is questioned, and bold, fresh ideas are encouraged, leading to new education methods and solutions.

### **Teams Beyond Groupthink**

Inspired by the collaboration and debate of missions like Apollo 11, we build teams that use different viewpoints. This ensures critical thinking and strong discussions lead to the best results, avoiding narrow views.

### **Agile & Responsive Staff**

We develop a workforce that handles change well. Through ongoing learning and active skill development, including dedicated staff CPD days, our staff are ready to adapt quickly to new challenges and opportunities, keeping our institution a leader in education.

### **Empowering Leadership**

Our leadership gives power, it does not control. We develop flexible, adaptive leaders who trust their teams, give authority, and inspire ownership. This helps every person reach their full ability.

### **Everyone is a Leader**

We foster a culture where every individual is empowered to lead. We ensure all staff have opportunities to gain the knowledge, creativity, and skills needed to succeed in a rapidly changing world.

### **“Can-Do” Culture**

We spark a “can-do” spirit that encourages staff to rethink the rules, innovate without fear, and find creative solutions. Obstacles are seen as chances to improve, and active problem-solving is celebrated.

### **Architects of Change**

Our staff are not just participants, they are the architects of educational change. We empower them to design, put into action, and lead efforts that redefine the learning experience and institutional excellence.

### **Calculated Risk-Taking**

Innovation needs courage. We promote an environment where calculated risks are encouraged, and learning from failure is seen as an important step toward continuous improvement and new success.

# Strategy in practice

The following sections provide detailed examples and deeper exploration of how we will implement our strategic objectives across the College.



## Coventry University Group strategic alliance

USP College's strategic alliance with Coventry University Group (CUG) offers a major opportunity to build an integrated, forward-looking education model that connects our programmes with the UK Government's IS-8. By developing curriculum together, using shared facilities, and connecting local and global opportunities, we can support innovation and economic growth in the UK's eight key sectors.

These eight IS8 sectors are: Advanced Manufacturing, Clean Energy, Creative Industries, Defence, Digital Technologies, Financial Services, Life Sciences, and Professional & Business Services.

### Co-design

Developing qualifications together that match sector growth and employer needs.

### Partnerships

Creating joint industry partnerships, engaging with Sector Boards, and establishing innovation centres focused on IS8 sectors.

### Shared Delivery

Sharing delivery through immersive rooms and learning across campuses.

### Infrastructure

Using university-level facilities to boost access, ambition, and opportunity.

### Progression

Smooth paths from college to university and into jobs in priority sectors.



## **CUG Partnership: benefits and opportunities**

CUG brings to this relationship:

- Campuses worldwide that support global learning and movement
- Strong relationships with major employers across IS8 sectors
- Good infrastructure for research, new ideas, and digital delivery
- Proven ways to share knowledge, support businesses, and engage with the community
- A focus on lifelong learning through flexible, buildable qualifications

**“This partnership is about securing USP College’s long-term prospects and prosperity for our students, staff and communities.**

**It strengthens our ability to respond to national priorities, including the UK’s Industrial Strategy 8, while aligning curriculum, progression and skills provision to future economic demand and building long-term resilience for the College.”**

**Dan Pearson, CEO USP College**

Working together in partnership



**New Funding**

Find new funding and shared investment opportunities.



**Co-Delivery**

Enable shared delivery of important courses using shared platforms and immersive rooms.



**Expanded Pathways**

Give students more pathways from Level 2 to postgraduate study and jobs.



**Faster Innovation**

Speed up AI, XR, and tech-based teaching methods for both organisations.



**National Blueprint**

Create a national example for FE-HE partnerships that can grow.

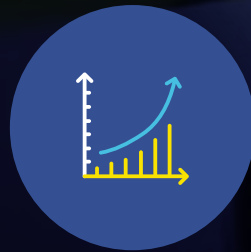
# Curriculum development priorities by faculty



**Creative  
Industries**



**Medical  
Technologies  
& Life Sciences**



**Financial &  
Professional  
Services**



**Sport &  
Healthcare  
Professionals**

**Using new technologies like AI- assisted instructional design, virtual reality simulations, and collaborative digital workspaces, we are changing how curriculum is created, tested, and used for future learners.**



# Our curriculum development priorities match industry needs and our partnership with Coventry University Group.

We organise them by faculty to ensure complete coverage across all subjects.



## Creative Industries

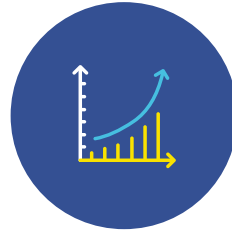
- Immersive Media - Offer VR production and immersive storytelling units with CUG Creative Campus.
- Digital Ethics - Include digital ethics and AI creativity modules in media sector pathways.
- Industry Collaboration - Run joint hackathons and project briefs with industry.





## Medical Technologies & Life Sciences

- Create AI & robotics micro-credentials with CUG Engineering faculty.
- Launch a net-zero engineering pathway for the Clean Energy sector.
- Develop delivery models using immersive infrastructure, like apprenticeships in manufacturing and logistics using digital twins.



## Financial & Professional Services

- Expand financial data analytics and blockchain content.
- Launch enterprise incubators working with local employers.
- Create employer-led case study banks for CUG's business school.
- Utilise Sector Boards and host Student CPD Days for professional development.



## Sport & Healthcare Professionals

- Digital Health - introduce digital health and bioinformatics units.
- Clinical Simulation - create simulated clinical environments with CUG health partners, integrating feedback from Sector Boards for Student CPD Days.
- AI Diagnostics - design AI-assisted diagnostics and data interpretation modules.



# Our AI investment plan

**Our AI investment plan focuses on improving human potential, digital independence, and collaborative learning. We test all tools and systems with the 'Super-Agency Test'.**

Our approach balances innovation with responsibility, creating guardrails and policies that guide ethical AI use without stifling creativity and experimentation. These are guardrails, not fences, enabling our community to explore AI's potential safely and effectively.



# Phased rollout

## Phase 1 (2026-27) Foundations & Pilot

I-Campus AI assistant (beta), AI in tutorials, staff training on AI literacy, establishment of Innovation Labs and full establishment of XR Studios.

## Phase 2 (2026-27) Curriculum Integration

AI-generated learning paths, adaptable resources, dashboards for predictive analysis, rollout of successful Innovation Lab products, deployment of learning assets developed in XR Studios.

## Phase 3 (2027+) Ecosystem Scaling

AI across all departments, humanAI co-designed projects, sectoraligned, scaling of proven Innovation Lab initiatives, commercialisation of XR Studios research products.

# Summary

## The USP College Strategic Framework 2026-2031 sets out a clear and ambitious direction for the future of the College and its learners.

In a world where technology, industries, and required skills are evolving rapidly, USP College is committed to ensuring that every learner is prepared not only for today's opportunities but for the challenges and possibilities of tomorrow.

Through strong strategic partnerships, the College will continue to create meaningful connections with employers, universities, and communities, opening new pathways for learners. By embracing technology that enhances human potential, USP College aims to remove barriers to learning while supporting innovation in teaching and student development.

Empowering staff to strengthen and develop their professional practice drives change and encourages innovation, adaptability and continuous improvement, enabling staff to respond to change and support learners effectively.

Partnerships, alongside investing heavily in continued professional development helps build an agile culture. This provides growth and increased opportunities for staff.

At the heart of this framework is an adaptive curriculum designed to equip learners with both technical expertise and essential meta-skills such as creativity, resilience, leadership, and collaboration.

Seamless progression remains a central priority, ensuring that learners can confidently move between levels of education and into employment or higher study. Together, these strategic priorities will create an inclusive, forward-looking learning environment that empowers students to grow, adapt, and succeed.

Ultimately, this framework reinforces USP College's commitment to delivering 'Learning that lasts' preparing learners with the knowledge, confidence, and skills needed to thrive in an ever-changing world.

## Appendix

**Government's UK's Modern Industrial Strategy**  
[https://assets.publishing.service.gov.uk/media/69256e16367485ea116a56de/industrial\\_strategy\\_policy\\_...](https://assets.publishing.service.gov.uk/media/69256e16367485ea116a56de/industrial_strategy_policy_...)

**Essex Local Skills Improvement Plan (LSIP)**  
<https://www.essexchambers.co.uk/lcip/about-essex-lcip/>

**DfE Essential Digital Skills Framework**  
[https://assets.publishing.service.gov.uk/media/5b9246d4e5274a4236952309/Essential\\_digital\\_skills\\_fr...](https://assets.publishing.service.gov.uk/media/5b9246d4e5274a4236952309/Essential_digital_skills_fr...)

**Post-16 education and skills white paper**  
<https://www.gov.uk/government/publications/post-16-education-and-skills-white-paper>

**EU AI Act: first regulation on artificial intelligence**  
<https://www.europarl.europa.eu/topics/en/article/20230601STO93804/eu-ai-act-first-regulation-on-art...>