CPD Unit
Review of the Year
2021
2021 HIGHLIGHTS

- **24** courses
- **11** bespoke courses
- **13** free and paid-for online courses
- **6** tenders submitted
- **9** planning for future courses
- **13** free and paid-for online courses
- **25** sessions across 2 weeks
- **25** sessions across 2 weeks
- **32** academics & external trainers took part
- **685** registrations
- **584** marketing sign-ups
- **21** total compliance plus standards
- **1** Customer Service Excellence® Award
- **1** obtained funding from University’s Civic Mission fund for 1 course
- **6** new compliance plus awards
- **2** we have worked with charities & organisations to develop CPD programmes

**CUSTOMER SERVICE EXCELLENCE®**

**SUPPORTING THE UNIVERSITY’S CIVIC MISSION**

**WEEK SPRING ONLINE SCHOOL**

- **2** weeks
- **685** registrations
- **584** marketing sign-ups
- **25** sessions across 2 weeks
I would like to start this review with thanks to all our learners, colleagues and stakeholders who have actively contributed and engaged in the professional development offered by the University this year.

The pandemic continued to create significant challenges, however our team worked hard to overcome these and seek out opportunities and new approaches that aligned to our objectives; to support academic Schools within the University to develop and deliver Continuing Professional Development (CPD) activities, and to engage with businesses and organisations to develop innovative learning solutions that meet requirements.

As we began 2021, the cloud of COVID-19 still loomed large. However, it was accompanied by a realisation that reforms we had made to pivot to online delivery and the new environment it had created for learners, had resulted in some opportunities and benefits. Out of the very difficult and challenging times had come a deeper understanding of what accessible, high quality online learning can look like. We have had the opportunity to maximise the potential of online CPD provision, and great examples of this can be seen across all three Colleges. Through the year we have supported and led where appropriate on submissions of tenders and proposals and demonstrated the impact of CPD activities via poster presentations and submission for a collaborative award in teaching excellence.

We celebrated a number of achievements, milestones and successes during the year. These include the additional six Compliance Plus awards in our annual Customer Service Excellence® (CSE®) assessment (taking us to the incredible total of 21 compliance plus awards), embedding our new course management system and the Spring Online School. We are also delighted to have won the CSE® award for Maintaining a Customer Focused Organisation, which acknowledges the work we did to support all our customer groups during COVID-19. It means a great deal to be recognised for our continued efforts to innovate and improve customer service, particularly during the pandemic when so many of our planned programmes had to be entirely reconsidered.

The CPD Unit is leading on the skills work package for the CSconnected Strength in Places Fund, a £43M, 55-month project of strategic importance to the University and to the Welsh Government. In March, one of our team was seconded to work part-time on the project which aims to up-skill, re-skill and new-skill within the compound semiconductor sector. This is an example of how the world of work landscape is changing rapidly. New priority sectors like compound semiconductors are forecasting significant growth and there is therefore an urgent need to ensure it is resourced sufficiently. The University has key research areas which align well to the skills required in the future so we are well placed to develop and deliver the programmes required for a world of lifelong learning and continuing re-skilling.

In 2022 we will return to campus and move into our new home, sbarc|spark on Maindy Road. This impressive building is located at the centre of the University’s Innovation Campus. Here we will be part of a community with many opportunities to enable us to deepen our connections and broaden our collaborations with colleagues and business.

Along with this move will be a more mobile and flexible way of working for us. The University is building on the lessons learned during the pandemic, and is embedding a blended approach to where work is carried out, whilst ensuring business needs are met. This will mean that the positives experienced during remote working will be maintained and dovetailed with the vision within sbarc|spark; to create a workplace that supports wellbeing, environmental sustainability, motivation, innovation and creativity.
Throughout the year we have worked with the Welsh Refugee Council to firstly deliver a bespoke programme, which received particularly favourable feedback. We have worked closely with our academic colleagues, clients, and programme partners throughout the year to create and deliver on CPD opportunities. These have mostly taken the form of online delivery during the second year of the COVID-19 pandemic, with many of the face-to-face programmes that were either postponed or cancelled in 2020 now successfully adapted for online delivery. The CPD Unit has maintained the same high-quality level of support across all Schools and has taken a particularly notable role in supporting a range of online courses.

We have worked closely with several important charities and independent statutory bodies to support a range of online courses. For example, we supported the School of Law and Politics to successfully tender for and deliver Adult social care policy in Wales training to the Equality and Human Rights Commission. We also delivered a bespoke Taking training & shared learning online course for Hub Africa Cymru.

Throughout the year we have worked with the School of History, Archaeology and Religion and supported by the Welsh Refugee Council to firstly deliver a bespoke programme, which received particularly favourable feedback.

We are further developing the relationship with the Welsh Refugee Council and are hopeful they will benefit from the new Understanding Muslim Mental Health MOOC currently in development from the Islam UK Centre (School of History, Archaeology and Religion) and supported by the CPD Unit.

In addition, we have assisted the School of Social Sciences in delivering a tailored programme for teaching staff at Roath Park Primary School to help them to have reflective conversations nested in a safe supportive professional learning and educative mentoring context. We have also supported the School in the current delivery of a Developing Expertise course available to newly qualified teachers (NQTs). This is fully subsidised by a fund within the University to support Wales’ revitalisation and renewal after the impact of the COVID-19 pandemic.

We have worked closely with the Executive Education team in the Cardiff Business School to continue the next round of Higher Education leadership development programmes for the Vietnamese higher education sector through Universities Wales funded initiatives. This year they have delivered a bespoke programme for Da Nang University of Technology (UD-DUT) to help them develop a KPI (Key Performance Indicators) Framework to promote leadership and management. We continue to work with Universities Wales and recently collaborated to secure British Council funding to support the delivery of a blended programme in the UK and Vietnam once international travel can resume.

Finally, we have enjoyed strengthening our ties with our soon-to-be-neighbours in short spark building by providing support with new and existing CPD provision to CASCADE (Children’s Social Care Research and Development Centre), DECIPHer (Centre for Development, Evaluation, Complexity and Implementation in Public Health Improvement), and the Crime and Security Research Institute.
evaluating a national community oncology course during the COVID-19 pandemic. Evidence from our impact surveys conclusively demonstrates that impactful, virtual, accessible CPD successfully enhances the learning and practice of primary care teams, the benefits of which were still seen 11 weeks post session. We will be running a further series in 2022.

Following the 2020 palliative care webinar series we submitted a poster presentation to IAPCON (Indian Association of Palliative Care) on Community palliative care education in a pandemic, highlighting that quality and interactive education can be produced and delivered at pace via virtual platforms.

We have supported academics to adapt courses in order to run them during the pandemic. For example, the previously blended learning programme Problem Solving in Paediatric Palliative Care was offered as a fully online course. Participants reported that the switch to online did not affect the quality of teaching or their learning experiences.

We have also supported the planning and development of new courses, including Communications tools for palliative and end of life care, based on the Cardiff 6-point Toolkit (a collection of effective communication skills).

We are also excited about the upcoming Introduction to Dermoscopy online short course.

With an increasing repertoire of projects and opportunities in the pipeline, 2022 looks set to be another important year. We aim to continue enhancing existing CPD programmes and developing new activities, thanks in large part to the strong relationships we have established across the College.
Despite ongoing global lockdown restrictions, 2021 has been another successful year for professional development at the College. It’s been great to see the ongoing demand for existing activities, such as the successful online Structural Geology course, as well as to have the opportunity to develop new offerings and work with new CPD clients such as United Nations Educational, Scientific and Cultural Organisation (UNESCO).

A key focus this year has been supporting the skills work package of CoSConnected, which will deliver a pilot atlas for the southern African region with the skills to produce a pilot atlas of sustainable mining. This 4-week online course formed part of UNESCO’s contribution to the Southern African region, which will include supporting sustainable use of natural resources and advancing new initiatives related to geohazards risk mitigation.

Another area of growth has been the uptake of flexible postgraduate taught modules from the MSc Data Analytics for Government (MDatGov). This is the second year of offering modules on a standalone basis for professional development purposes and uptake has more than doubled, with some CPD students returning for further study. The MDatGov - including flexible provision - is a key deliverable of the University’s Strategic Partnership with the Office of National Statistics (ONS). The CPD Unit continues to project manage the MDatGov contract, working with the School of Mathematics, the School of Computer Science and the School of Social Sciences.

Conversations have taken place in other areas of strategic importance to the University, around supporting the skills agenda of the Wales Data Nation Accelerator and a potential Wales Cyber Innovation Hub. Support was also provided to help the School of Computer Science & Informatics develop and offer a new CPD course in Web Application Security. In addition, work is ongoing with the Sustainable Transport cross-disciplinary research group around the development of CPD activities in eVehicles and eMobility, which will support the government’s low carbon agenda and important targets around net zero.

Other exciting activities have included working with UNESCO; academics from the School of Earth and Environmental Sciences equipped geoscientists working in the southern African region with the skills to produce a pilot atlas on sustainable mining. This 4-week online course formed part of UNESCO’s International Geoscience Programme, whose mission includes promoting sustainable use of natural resources and advancing new initiatives related to geohazards risk mitigation.

This is a great example of research and academic excellence creating impact through CPD activities.

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We have supported the College in a number of projects, including:

- UNESCO collaboration
- Designed promotional booklet
- Architecture standalone PGT modules
- Included in postgrad newsletter
- ONS | MDatGov PGT modules
- Updates to web pages
- Social media campaign
- CoSConnected
- Created visual graphics for CPD scoping report
- Marketing support included:
  - UNESCO collaboration
  - Designed promotional booklet
  - Architecture standalone PGT modules
  - Included in postgrad newsletter
  - ONS | MDatGov PGT modules
  - Updates to web pages
  - Social media campaign
  - CoSConnected
  - Created visual graphics for CPD scoping report

4 SESSIONS FROM PSE COLLEGE DURING OUR SPRING ONLINE SCHOOL

- Web application security (School of Computer Science and Informatics)
- Passive cooling (Welsh School of Architecture)
- Structural geology for exploration and mining (School of Earth and Environmental Sciences)
- Ethics in AI (School of Computer Sciences and Informatics)

5-WEEK PROGRAMME | COLLABORATION BETWEEN INDUSTRY AND SCHOOL OF COMPUTER SCIENCES & INFORMATICS

PLANNING FOR 2022

- Planning new e-vehicles & e-mobility course for CoSConnected.
- A potential cross-college collaboration.
- Python course for large public sector organisation.
- A potential new course to run in 2022.
- Web application security course.
- 5-week programme | Collaboration between industry and School of Computer Sciences & Informatics.

KEY COURSES

- Basic combustion & safety course (School of Physical Sciences & Informatics)
- Bespoke course for Tata Steel (School of Architecture) (recently introduced LMBA | 10 learners)
- Load modulated balance amplifiers (LMBA) (School of Physical Sciences & Informatics)
- Bespoke course for Qorvo (covering the recently introduced LMBA | 10 learners)
- Basic combustion & safety course (School of Architecture)
- Load modulated balance amplifiers (LMBA) (School of Physical Sciences & Informatics)
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- Basic combustion & safety course (School of Architecture)
- Load modulated balance amplifiers (LMBA) (School of Physical Sciences & Informatics)
- Bespoke course for Qorvo (covering the recently introduced LMBA | 10 learners)
The CPD Unit is leading on the Skills Work Package for CSconnected Strength in Places Fund (SIPF). CSconnected SIPF is a £43M, 55-month project part-funded through UK Research and Innovation’s flagship Strength in Places Fund and focuses on strengthening an emerging regional community in South Wales around advanced semiconductor materials, research and manufacturing.

The project’s primary aim is to develop a global advantage in compound semiconductors (CS), which will allow the UK to increase trade globally in critical sectors such as communications, 5G, autonomous and electric vehicles and medical devices.

The Skills Work Package has deliverables in Continuing Professional Development (CPD) and in the coordination of education and outreach initiatives. This package is essential to help overcome the skills barriers that are currently limiting the growth of the CS cluster.

Without new CPD and skills initiatives there is real risk of a labour market miss-match between demand and supply of appropriately trained workforce. A strong CPD and skills offering will also help to attract inward investment into the region whilst enhancing existing and establishing new UK supply chains that will incorporate CSconnected technologies.

We have established relationships with all 12 partners in the SIPF consortium and with the CS Education Group, which acts in an advisory capacity for the CS cluster and for CSconnected SIPF.

We have undertaken mapping and desk-based data collection to synthesise prior skills initiatives and the policy landscape. We have conducted interviews and issued questionnaires to the industry partners to learn about their products and services, their HR and L&D practices and to identify their CPD and skills needs.

We then pulled the findings together into a CPD Scoping Report, which identifies commonality of CPD needs across the cluster and makes a series of recommendations about which CPD activities should be prioritised for development using the SIPF funding. We have presented the findings to the CS Education Group and to the Chief Technology Officer’s Management Group, for formal sign-off.

There are twelve recommendations in the report. The first is to develop and pilot Introduction to Compound Semiconductors, with content also covering semiconductors and photonics. The second is to develop and pilot Cleanroom Protocols, and the third is to develop and pilot training in semiconductor manufacturing technologies.

The intention is for the first three CPD activities to be piloted by late Spring 2022 and offered out on a chargeable basis soon after.

These courses will form part of a CPD Conversion offering, to help re-train employees recruited from related sectors, and some of the content should also be re-purposed for a CPD for Teachers/Careers Advisors/Youth Influencers course as well as for wider outreach and engagement activities.

Kate Sunderland (one of the CPD Unit’s Business Development Managers) has been on secondment (80%) since March 2021 to coordinate the strategic planning and development of CPD activities for the cluster, and is working closely with CSconnected on skills education and outreach initiatives.

An aim is for CPD activities to reach more than 1,000 semiconductor professionals by 2025, including employees from supply chain organisations. It is also important that a solid foundation be established for further CPD and skills activities after the lifetime of CSconnected SIPF.
Customer service improvements, adding value and supporting the University’s strategic vision

In 2021, we have further shown our commitment to improving our services, adding value for our customers and colleagues, and supporting the University’s strategic objectives.

After five years of maintaining the Customer Service Excellence (CSE) standard®, continuous improvement of our customers’ experiences and expectations is at the core of what we do; our move to online delivery has caused us to reflect even more than usual on what we do and how it impacts our customers. This year, we are thrilled to have been awarded a further 6 Compliance Plus standards (recognition of exceeding expectations in a specific requirement), bringing our total to 21. We were also awarded a CSE® Award for Maintaining a Customer Focused Organisation, which particularly praised our work during COVID-19.

A major focus this year has been the implementation of our new Customer Management System. We are now able to provide a more streamlined service for customers, with tailored communications, simpler registration processes, and less administration. We are getting to know our customers better - which also allows us to communicate with them on CPD activities they are particularly interested in. We are able to offer our colleagues enhanced support, including improved learner communications, a payment portal, sophisticated reporting and features such as automatic distribution of certificates. We are planning further improvements in 2022, including rolling out new functions allowing customers to purchase relevant supporting course materials.

We collated a joint submission by the CPD Unit, School of Social Sciences and English Language Programme Division for a Collaborative Award for Teaching Excellence (CATE). This process required us to reflect deeply on the previous iterations of the international Innovative Teaching Practice Programme, including our evaluative methods. We will take the learning from this process forward when planning other CPD programmes.

Over the past year we have had the opportunity to support the wider community in a variety of ways; securing funding from the University’s Civic Mission strand has allowed us to work with difficult-to-reach sectors, such as the Developing Expertise course for newly qualified teachers in Wales.

We further supported the University’s Civic Mission strand with our work on the Spring Online School programme. This provided free CPD webinars during an extremely challenging year. Read more about this on pages 18-19.

The CPD Unit was asked to establish and oversee a programme of ‘check-in’ calls as part of the COVID-19 support service. Check-in calls were made to students arriving in the UK for the 21/22 academic year from ‘red list’ countries, who were therefore required to enter a managed quarantine hotel. Delivery of this service included recruiting and training volunteers from across the University.

We are particularly proud of the Structural Geology for Exploration and Mining course, created by the School of Earth and Environmental Sciences. This has evolved from a free pilot (arranged to provide evidence for Research Excellence Framework (REF)) to a chargeable short course attracting bookings from across the world. It has also been developed as a tailored programme for Newmont USA Ltd, a global mining company. The course was also used during the first lockdown to provide additional support for undergraduate students.

Our collaboration with UNESCO has also been key this year. UNESCO is helping to drive sustainable mining practices through the International Geoscience Programme (IGCP), which includes activities such as the University’s GIS Techniques for Mapping and Sustainable Mining online course. UNESCO’s IGCP mission includes promoting sustainable use of natural resources and advancing new initiatives related to geohazards risk mitigation.
WE CONTINUALLY AIM TO MAKE IMPROVEMENTS TO OUR SERVICE, TO ADD VALUE FOR ALL OUR CUSTOMER GROUPS

We have continued to roll out our customer management system, which allows us to get to know our customers better, and communicate with them on topics they are interested in.

New CMS features implemented in 2021 include automated eCertificates, pricing schemes and discounts, tailored communications, and a user dashboard for customers to track their bookings.

We have simplified processes such as payments and invoicing in order to streamline the customer’s journey.

We gather useful customer data and preferences in order to better communicate with them about the CPD opportunities they are interested in.

We have secured funding from the University’s Civic Mission strand to develop new CPD courses.

We now hold 21 compliance plus awards as part of the internationally renowned Customer Service Excellence Standard®, up from 15 in 2021.

We won a CSE® award for maintaining a customer focused organisation.

We established and managed the Red List Quarantine service, providing support and guidance for international students arriving in the UK during COVID-19.

We have worked in collaboration with academic Schools and charities to deliver online courses - organisations include Hub Africa Cymru and Welsh Refugee Council.

We will continue to innovate and improve our services. Plans for 2022 include re-examining our evaluation process and incorporating impact surveys, as well as multiple new functions to our CMS to further refine our customers’ experience.
Following the huge success of our Virtual Summer School during the first lockdown, we ran a similar online CPD programme in spring 2021. We worked closely with academics and colleagues from across the University to develop and deliver a two-week programme of live and pre-recorded webinars, Q&As and free content.

We included carefully chosen sessions that had an onward journey - as tasters for a planned/existing CPD activity, or topics that enabled us to test the market for a potential programme/course.

This approach allowed us to provide existing and potential customers with free CPD content during a challenging time as well as promoting upcoming professional development activities.

We created a marketing campaign to support the programme; we designed a specific identity for the Spring Online School, full of bright colours (using Cardiff University branded colourways) and a striking logo, to evoke festival line-ups and encourage engagement. We used a suite of informal icons to create visual representations of the sessions, allowing users to quickly and easily identify what the topics were. This slightly more informal approach was also designed to minimise any apprehension that users may have (eg ‘is this level too advanced for me’) and to reflect that these were accessible, bite-sized taster sessions.

We also created tailored communications for each session, which were sent to all attendees as well as those who registered but could not attend the live session.

We placed particular emphasis on promoting our YouTube channel - having received feedback during the programme that some people were unable to attend a live lecture (for example key NHS workers) but were still very keen to not miss a session. We therefore made recordings of each session available immediately, and promoted this to all registrants as well as our wider social media audience. The YouTube views have been one of the biggest successes of this programme and we are planning to incorporate this into future CPD online courses to add value for customers.

We conducted evaluations after the event, and received some excellent results. 94% of respondents rated content and delivery as excellent to good, and awareness of the CPD Unit rose 32% compared to before the programme began.

We also gathered useful data including job roles of registrants, and areas of CPD they are interested in, to assist in planning future CPD activity.

Social and digital media results were excellent, with a 581% increase in Twitter profile views, and 1,027 views of the news page on our website.

We also created tailored communications for each session, which were sent to all attendees as well as those who registered but could not attend the live session.
Marketing and Communications

2021 has been another very challenging year, and the pandemic has undoubtedly impacted our planned marketing and communication strategy. Nevertheless, we have achieved some excellent results, particularly supporting the CPD Unit to develop new relationships both internally and externally.

We supported academics from Schools across all three Colleges as they created new courses and CPD activities, implementing effective marketing plans and providing promotional advice. We created high quality marketing materials, including e-newsletters, booklets and print media. We provided in-depth research into appropriate promotional channels for several courses, including a new online international-facing programme (Introduction to Hair and Nails Dermoscopy).

We continued to grow our social and digital audience. We are seeing fantastic social media engagement with other departments at the University, who retweet and share our content daily. The Spring Online School was a particular success - read more about this on pages 18-19.

We published 23 news stories and 3 case studies, showcasing new courses, excellent feedback from participants, and free professional development content from across the University.

We worked closely with the administration team to roll out new features via our Customer Management System to improve our customers’ experience of working with us. Examples include re-designed certificates, refining communication, and a review of the customer journey. We are now able to tailor communications to our audiences based on their interests and preferences, which also helps us to build a sophisticated picture of our customers and their requirements.

We produced complex graphics and visual aids for several projects led by other members of the team or the wider University, including the CSConnected CPD Scoping report, and the Collaborative Award for Teaching Excellence (CATE) submission.

We promoted the CPD Unit’s continuous strive for improvement in services and customer experience. We ran a social media campaign called #AlwaysImproving to showcase developments, and we have promoted our success in the Customer Service Excellence® standards and awards ceremony.

We continue to develop relationships across the University, promoting programmes such as the Help to Grow: Management scheme (Cardiff Business School), and strengthening ties with internal colleagues in areas such as Alumni, Innovation Network, School of Medicine, and School of History, Archaeology and Religion.

As part of our internal communication and support of the University’s drive to achieve carbon net zero, we again represented Senghennydd Road building for the Green Impact Award programme. We achieved a Bronze Standard for improving and promoting sustainability.

Looking ahead to 2022, we will be producing an updated marketing and communication strategy to clearly define our audience and how best to reach and engage with them. Insights gathered via our CM system, as well as data from our virtual schools and other programmes will help inform the new strategy.

We hope that international programmes will be able to resume next year, and we are currently working on the next phase of our international campaign, engaging with key partners across the University to reach this audience.

Another key objective is to engage with more of our internal colleagues and continue raising the profile and benefits of offering CPD to an external audience. We will be moving into the showcase sbarc|spark building in early 2022, which will further enable us to strengthen ties with academic groups within the University, and external innovative businesses and organisations who will be sharing the space. We will support the CPD Unit in developing these relationships in order to reach a still broader audience.
sbarc|spark set to open new doors

We are preparing to move into the new state-of-the-art sbarc|spark building in early 2022. sbarc|spark contains the world’s first Social Science Research Park (SPARK) and is located at the heart of the University’s £300m Innovation Campus at Maindy Park.

I feel very fortunate that the CPD Unit has such an exciting opportunity to look forward to when we go back to work on campus. There have been many challenges over the last two years as we worked from home, and therefore moving into sbarc|spark building is a welcome fresh start.

We will be co-located with more than 400 social science researchers, enterprising students, and University staff along with up to 400 collaborators from business and society. Working within this community will ensure that the CPD activities that we initiate and support will be inspired by the latest research and be responsive to business need.

The building has been purposely designed to develop and nurture a culture of collaboration. Its unique look is based on the idea of an uneven stack of books to symbolise a different way to think and be in the University. Set over seven storeys and united by a centrepiece oculus ‘social’ staircase, sbarc|spark will create a vibrant, attractive, and stimulating environment to encourage out-of-the-ordinary creative thinking and shared conversations. The CPD Unit will be located on the ground floor, along with our colleagues from research commercialisation and impact, and business engagement and partnership teams.

The building will also include lettable office space, conference/event space for up to 190 people and a top floor with a high-end event space and boardroom opening out to a balcony boasting great views across the city.

We are incredibly proud to be part of this showcase campus and the University’s bright future of innovation. Come visit us and we’ll show you around.

2021 Financial summary

This overview provides further details of income generated during the period, as well as a breakdown of tenders submitted.

For the purposes of this report, we are reporting on CPD work that the CPD Unit was directly involved with. Please note the HE-BCI figures quoted in this review take into account professional development across the University, which we are responsible for collating but we may not have an active involvement in delivering.

Please also note, we refer to HE-BCI data for the 2020-21 academic year, rather than the calendar year that we are reporting on in this annual review.

### Income - CPD courses

<table>
<thead>
<tr>
<th>Course type</th>
<th>Total</th>
<th>Value</th>
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<tbody>
<tr>
<td>Bespoke courses</td>
<td>11</td>
<td>£62,900</td>
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<tr>
<td>Open free and paid-for courses</td>
<td>13</td>
<td>£283,422</td>
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<td></td>
<td>24</td>
<td>£346,322</td>
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### Tenders submitted

<table>
<thead>
<tr>
<th></th>
<th>Number of opportunities</th>
<th>Value</th>
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<tbody>
<tr>
<td>Won</td>
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<td>£1,527,150</td>
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<tr>
<td>Lost</td>
<td>2</td>
<td>£117,185</td>
</tr>
<tr>
<td>Withdrew</td>
<td>1</td>
<td>£400,000</td>
</tr>
<tr>
<td>Total opportunity</td>
<td>7</td>
<td>£2,044,335</td>
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Wales Centre for Pharmacy Professional Education (WCPPE) and Postgraduate Medical and Dental Education (PGMDE) transferred into the NHS as part of the new organisation Health Education and Improvement Wales (HEIW) in Sept 2018. Their figures have been removed to aid comparison across the years.
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