



**Y Coleg
Merthyr Tudful
The College
Merthyr Tydfil**

Strategic Plan 2020-2023

Our Vision

By 2023:

*We will be a centre of excellence which makes a **real difference** to the lives of learners, raising aspirations and developing the prosperity and wellbeing of the **communities** we serve.*

*Our curriculum and state of the art facilities will **inspire** stakeholders, providing high quality learning for future employability and higher level education. For young people, adults, employers and wider partners The College Merthyr Tydfil will be the '**college of choice.**'*



Strategic goals



1

We will provide an outstanding learning experience by placing our learners at the heart of everything we do.

2

We will offer an innovative and responsive curriculum that supports all learners to progress on to their chosen career pathway.

3

Our learners and staff will enjoy a safe, supportive and inclusive college environment.

4

We will work collaboratively across our region to deliver inspiring and effective skills and training programmes that promote lifelong learning, support economic growth and meet stakeholder needs.

5

We will provide effective Financial, HR and Estates strategies to maximise sustainability and resilience, supporting future investment in the college as a first class learning and working environment for all.

Our Vision, Mission & Values

OUR VISION

Reflects our purpose and aspiration

We will be a centre of excellence which makes a real difference to the lives of learners, raising aspirations and developing the prosperity and wellbeing of the communities we serve. Our curriculum and state of the art facilities will inspire stakeholders, providing high quality learning for future employability and higher-level education for young people, adults, employers and wider partners. The College Merthyr Tydfil will be the "College of Choice"

Our mission

Defines how we will achieve our vision

Transforming Lives Through Working Together

Our Values

Underpin our behaviours

Professional

Inspiring

Responsive

Supportive

OUR STRATEGIC PRIORITIES

Outstanding Learning Experience
Innovative and Responsive Curriculum
Safe and Supportive Environment
Effective Partnerships
Financially Strong and Progressive

Strategic Priority 1: We will provide an outstanding learning experience by placing our learners at the heart of everything we do.

During 2021-2023, the college will be recognised as the highest performing college in Wales, providing an outstanding learning experience for all. Our innovative and responsive curriculum, together with our highest quality teaching provision and outstanding learning experience will make us the number one choice for learners, parents and employers.

Our **primary objectives** in support of this priority will include:

- We will achieve a year on year improvement in outcomes with value added scores clearly demonstrating distance travelled and progress made in learning.
- We will engage with our partners to promote and deliver high quality, impartial advice and guidance and support to ensure that learners are prepared to progress into college and are placed on an appropriate and relevant programme of study.
- We will achieve external recognition for the quality of our teaching provision, digital environment and learner experience.
- We will foster an environment of continuous professional development and improvement in learning and teaching with staff empowered to innovate and collaborate to enhance teaching and learning quality.
- We will be renowned for promoting and embedding a culture of sharing good practice, with a focus on innovative pedagogical practice, including the use of emergent and digital technologies.
- We will provide a range of opportunities for learners to shape and influence the quality of their learning experience.



Our success will be measured by:

- 90% vocational success rate outcomes
- 90% Learner Satisfaction
- 90% Learner Attendance
- 90% progression from the local Merthyr Tydfil schools
- 100% recruitment to full-time target
- 95% completion rate
- Year on year improvement in the percentage of resitting learners who achieve a Grade C in GCSE English Language and GCSE Maths
- 4% Learner drop-out rate
- 92% of teaching and learning rated as excellent or good
- Year on year increase in the numbers of learners achieving high grades
- ALPS Quality indicator 3
- Year on year improvement in retention of learners from year 1 to year 2
- 100% Staff trained in OTP, CTP or SOLE
- External recognition through TES, PRTA Microsoft Educator, Microsoft Showcase School Status and NACE Awards



Strategic Priority 2: We will offer an innovative and responsive curriculum that supports all learners to progress on to their chosen career pathway.

During 2020-2023, the college will build upon and enhance its curriculum, establishing areas of outstanding success, strengthening core subject areas and introducing new curriculum areas. We will respond to demand from local schools and employers, and key stakeholders alongside opportunities arising from regional skills priorities and Government legislation.

Our success will be measured by:

- 60 A level learners each year from outside of Merthyr Tydfil
- Year on year increase in the number of learners participating in Skills competitions
- 85% progression into higher learning or employment
- 97.5% recruitment into Regional Skills Priority areas
- 97.5% recruitment to our part-time target
- 100% staff engagement in our Digital Skills Training programme
- Year on year increase in learner participation rate in college enrichment activities.
- 100% learner engagement in 'employability programme'
- Year on year increase in number of staff engaging in Welsh language training and development
- Year on year increase in the number of learners completing an element of their course through the medium of Welsh

Our **primary objectives** in support of this priority will include:

- Our curriculum will be innovative, inspirational, relevant and responsive, focussing on demand-led, employer-focussed courses and opportunities at a local, regional and national level.
- Our experience of delivering on-line and blended learning during 2020-2021 will be used to shape and influence our curriculum delivery for 2021 onwards, enabling the college to open up provision to new markets and modes of delivery.
- Our curriculum will equip learners with the knowledge, skills and experience that will enhance their progression on to university, employment or further learning at a higher level.
- LMI and Regional Skills data will be used to proactively support the development of a new sustainable and green technology curriculum, focussing on areas such as retro-fit, hybrid and electrical maintenance.
- The college's employability 'futures' programme will ensure that all learners have the skills to progress successfully on to employment or further learning.
- Digital Literacy, employability and entrepreneurial skills will be developed and embedded across the curriculum through the college's 'Employability 'Futures' and Tutorial Programmes.
- We will expand part-time provision to meet local and regional needs.
- Our higher education portfolio will include a variety of university-level qualifications and pathways for all learners.
- We will ensure that all staff are well equipped to deliver the curriculum and skills of the future.
- We will drive forward a comprehensive Welsh language and Strategy to promote and develop bilingualism across the college.



Strategic Priority 3: Our learners and staff will enjoy a safe, supportive and inclusive college environment.

Our Health & Wellbeing Strategy outlines our commitment to providing an inclusive learning and work environment that supports diversity, collaboration and wellbeing for all.

Our **primary objectives** in support of this priority will include:

- Learners and staff will be recognised and valued as individuals through clear communication and a listening and coaching culture.
- The college Wellbeing Hub and on-line support services will provide enhanced mental health and wellbeing support, advice and guidance for all learners and staff.
- Learners and staff will be supported to develop their personal resilience.
- We will implement a comprehensive infrastructure and approach to safeguarding and prevent.
- We will foster a learning and working environment that promotes a sense of belonging, inclusion, collaboration and pride by giving all learners and staff the opportunity to contribute their views and ideas to college strategies, policies and everyday working life.
- Our Mental Health, Wellbeing and Enrichment strategy will ensure that all learners and staff have access to appropriate guidance, activities, support and training to help manage work/study/life balance.
- The college will achieve external recognition for its support for learner and staff mental health and wellbeing.



Our success will be measured by:

- 100% of learners feeling safe within their learning environment at college or at home
- 95% of learners happy with the level of support they receive at college
- Success rates of learners supported through EMA and ALG, ALN, I2A and CLA are equal to or above all learners' success rates
- Staff sickness absence rates to be less than or equal to national comparators.
- Year on year increase in the number of staff and learners engaging in enrichment, support and wellbeing activities
- External recognition for our commitment to providing an inclusive, healthy and sustainable learning and work environment



Strategic Priority 4: We will work collaboratively across our region to deliver inspiring and effective skills and training programmes that promote lifelong learning, support economic growth and meet Stakeholder' needs.

The college will continue to work in partnership with businesses, industry and other stakeholders to foster and promote higher levels of access, participation, engagement and innovation, making a positive contribution and impact on our local community and economy and supporting economic recovery post Covid.



Our success will be measured by:

- Year on year increase in the number of employers engaging with the college
- Achievement of annual enhanced apprenticeships scheme learner targets
- Achievement of annual PLA and Part-Time funding targets
- Year on year increase in the number of bespoke training courses provided for employers
- Year on year increase in the number of learners participating in work experience opportunities
- 15 learners engaging in Royal Academy of Engineering Partnership scheme each year

Our **primary objectives** in support of this priority will include:

- We will continue to develop and deliver a range of skills and training programmes to meet the needs of employers and the local community, with a particular focus on emerging skills areas, including digital, sustainable technology and green economy and the skills requirements arising from their post Covid recovery plans.
- We will extend and enhance the range of apprenticeship, professional and work based learning opportunities on offer to ensure that we are responsive to business needs.
- We will track employment destination data more effectively to inform future curriculum planning and employer engagement strategies.
- We will utilise an effective partnership approach to achieve greater value added and an enhanced learner experience for all.
- We will engage and liaise with the local Economic Development and Business Education Partnership Groups to ensure training supports local priorities, economic growth and development and post Covid recovery.
- We will work in partnership to promote and support learner entrepreneurship.



Strategic Priority 5: We will provide effective Financial, HR and Estates strategies to maximise sustainability and resilience, supporting future investment in the college as a first class learning and working environment for all.

We will continue to develop and enhance our physical and virtual environment, infrastructure and resources to facilitate innovative pedagogical practice, support the development of emergent technologies and provide efficient and effective services that meet the needs of our learners, staff and partners.

Our **primary objectives** in support of this priority will include:

- We will continue to invest in staff development to support a high performing and digitally innovating workforce aligned to our core values and priorities.
- We will maximise income and funding opportunities in order to grow and diversify our income and generate surpluses for re-investment.
- Effective workforce planning will be undertaken in line with curriculum development and local needs.
- We will continue to enhance and optimise the physical, virtual and on-line learning environment and resources, ensuring that we provide a high class learning and working environment for all.
- We will drive forward continual improvement of the learner experience and business processes through the effective integration of college systems whilst at the same time maximising opportunities for collaboration with key partners.
- We will achieve key awards in recognition of our commitment to maintaining an environmentally sustainable, supportive and technologically innovative institution.
- We will continue to maximise and promote the economic and public value of our college as an anchor institution for the benefit of our partners and our local community.
- We will continue to make a positive contribution to the development of the Welsh language and drive forward our strategy for bilingualism across the college.

Our success will be measured by:

- Annual financial surplus - 3% of unrestricted income
- 0.2% of recurrent income allocated as a minimum to the staff development budget
- Staff costs as a percentage of income to remain consistent with sector average
- External recognition through the achievement of key corporate, digital and environmental awards and standards
- A reduced reliance on Welsh Government Funding

