

STRATEGIC PLAN 2024-2030



Y Coleg
Merthyr Tudful
The College
Merthyr Tydfil



**YOUR COLLEGE
YOUR CHOICE
YOUR FUTURE**

University of
South Wales
Prifysgol
De Cymru

Mae'r Coleg Merthyr Tudful yn
rhan o Grwp Prifysgol De Cymru
The College Merthyr Tydfil is part of
the University of South Wales Group

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Welcome

Our Strategic Plan sets out our Vision for 2030 and our commitment to providing first class education and training that makes a real difference to the lives of our learners, our staff, the businesses and the communities we serve.

The College Merthyr Tydfil has undergone many positive changes in recent years, supporting increasing numbers of learners to successfully develop their skills, achieve qualifications and progress on to higher education, apprenticeships or employment. Consequently the College is increasingly seen as the number one choice for local further and higher education learners from Merthyr Tydfil, Powys, Caerphilly, Blaenau Gwent and Rhondda Cynon Taf.



We are the first FE College in the UK to be awarded the NACE Challenge Award in recognition of our commitment to supporting learners to maximise their potential. In addition, the College has also achieved Microsoft Showcase College status, the CyberFirst Gold Schools Award, the Princess Royal Training Award and been highly commended by the AoC for its commitment to supporting staff and learner mental health and wellbeing. These successes provide a solid foundation for us to build upon the coming years.

The period covered by this Strategic Plan will be a time of change, challenge and opportunity due to advances in technology and the transition to net zero. The College must continue to be an engine of social mobility, preparing our learners not only for the jobs of today but also for those that will exist in the future.

Our exciting plans for a new Sustainable Technology Centre will provide state of the art facilities to support the development of the skills that will be so vital for economic growth, making our learners highly sought after by employers, universities and the community. The centre will also promote further collaboration with key employers and make the borough more appealing to inward investors.

This strategy is ambitious but, given the excellent position the College is in, with its team of inspiring teachers and support colleagues, it is more than achievable.

I look forwards to working with the Board of Directors, employers, staff and learners to successfully implement this strategy and ensure that, as a College, we continue to maximise the positive impact we have on our communities, and our learners.

Lisa Thomas, Principal & Chief Executive

Our Mission

**“TRANSFORMING LIVES
THROUGH WORKING
TOGETHER”**

Our Vision for 2030:

- » The College Merthyr Tydfil will be recognised as an inspiring institution that places its learner and staff experience, inclusivity wellbeing and sustainability at the core of everything we do.
- » The college will demonstrate a positive impact on the lives of staff and learners, fostering ambition, driving innovation and developing future-ready skills.
- » Our collaborative ethos will engage schools, employers, further and higher education and the community, creating meaningful partnerships across Wales, the UK and beyond.
- » Our professional and supportive environment and outstanding teaching will realise a culture of excellence.

5.

Our Values:

PROFESSIONAL

We act with integrity, role model high standards and take personal responsibility for our actions as global citizens.

INSPIRING

We are ambitious, innovative and curious acting with courage to achieve our goals.

SUPPORTIVE

We are friendly and approachable, providing a safe, supportive and inclusive learning community which promotes mental and physical wellbeing.

COLLABORATIVE

We share our knowledge and expertise to help and support one another and engage in our community to encourage life long learning.


 A circular inset image showing three students sitting around a white table in a classroom. A boy in a black cap and t-shirt is on the left, a girl in a green shirt is in the middle, and a boy in a grey shirt is on the right. They appear to be in a collaborative learning environment.


 A circular inset image showing a group of students and staff members. In the foreground, a girl in a white t-shirt with a unicorn graphic and glasses is smiling. To her right, another girl is speaking into a blue microphone. A man in a tan shirt is also visible, holding a microphone.


 A circular inset image of a young woman with glasses and a grey hoodie, smiling and resting her head on her hand. She is sitting in a red chair in a bright, modern setting.

www.merthyr.ac.uk

Our Strategic Priorities 2024-2030



We have identified our ambitious strategic priorities that we will focus on to deliver our vision:

1

Our People
& Culture

We will provide a welcoming, safe, inclusive and supportive environment for all to thrive, work and study.

Associated Strategies
Strategic Equality Plan
Mental Health and Wellbeing Strategy
Learner Engagement Strategy

2

Our Learning
Experience

We will place our learners at the centre of everything we do, providing a learning experience that is inspirational, creating inclusive and innovative and exposing them to a culture of curiosity, collaboration and challenge.

Associated Strategies
Curriculum Strategy
Teaching and Learning Strategy
More Able and Talented Strategy
Digital Strategy

3

Our Place
In The
Community

We will work in collaboration with external partners to drive forward economic, social and cultural change, supporting the future wellbeing and prosperity of the communities we serve.

Associated Strategies
Curriculum Strategy
Bilingual Strategy

4

Our Resources
& Environment

We will remain a financially sustainable, socially ethical and resilient organisation, providing a sustainable environment which is equipped for the delivery of high quality and responsive learning.

Associated Strategies
Estates Strategy
Sustainability Strategy
HR Strategy
Financial Strategy

Enabling Themes:

SUSTAINABILITY

Embedding Sustainability, develop the required skills, knowledge and experience to support the transition towards a low carbon economy.

DIGITAL

Developing Digital Skills, AI and automation across all areas of the college.

WELSH LANGUAGE

Embedding Welsh-medium and bilingualism across all aspects of the curriculum and teaching and learning.

INCLUSION

Providing a fully inclusive, accessible and immersive environment for all.

Our People & Culture

- › We will provide a welcoming, safe, inclusive and supportive environment for all to thrive, work and study.
- › We will celebrate a diverse college community, foster collaboration and wellbeing utilising proactive support services.
- › We will support staff to upskill in their specific industry sector including undertaking placements to enhance their industrial knowledge in line with emerging technologies and curriculum development.
- › We will promote and embed a culture of aspiration, innovation, resilience and inclusion through coaching and supportive challenge.
- › We will be an employer of choice: attracting, retaining and developing a talented and diverse workforce.
- › We will commit to developing global citizens by improving the future wellbeing of the communities we serve through individual and collective action.



MEASURING SUCCESS

- ✓ 90% response rate to staff and learner surveys
- ✓ 90% of learners to feel safe in college
- ✓ Achievement of the MIND workplace wellbeing award gold standard
- ✓ 90% response rate in MIND Workplace Wellbeing Index
- ✓ To achieve Disability Confident Leader Status
- ✓ To become recognised and retain the Armed Forces Friendly Status
- ✓ Increase in staff and learners from diverse backgrounds
- ✓ To achieve and retain the QSCS Young Carers Accreditation
- ✓ Staff sickness rate to be 4% or lower
- ✓ Staff retention rate to be above 95%
- ✓ To be recognised as a Times Best Employer
- ✓ 100% of learners receiving Free School Meals in schools to receive continued support at College
- ✓ 10% of learners engaging in wellbeing enrichment activities each year
- ✓ 90% learner satisfaction in all Learner Surveys
- ✓ 50% of staff to achieve Microsoft Certified Educator status
- ✓ 40% of staff to achieve Advanced Microsoft Educator status
- ✓ 30% of staff to achieve Microsoft Innovator Expert Status

Our Learning Experience

We will engage learners through a responsive and relevant curriculum aligned to the needs of regional employers and the wider community.

We will provide a learning experience that is inspirational and inclusive and fully supported by the innovative use of digital technology.

We will expose learners to a culture of curiosity, collaboration and challenge.

We will ensure learning, teaching and assessment are creative and engaging, enabling all learners to achieve the best possible outcomes.

We will develop learners' skills in literacy, numeracy, digital literacy and the Welsh language to support their wider learning.

We will prepare learners for their next steps, supporting progression to higher education, employment, training or apprenticeships.



MEASURING SUCCESS

- ✓ 100% Recruitment against funding target
- ✓ Increase number of learners achieving Gold, Silver and Bronze in DofE
- ✓ Increase number of learners achieving Gold, Silver and Bronze in Skills Competitions
- ✓ VOC outcomes at L1, 2 & 3 to exceed national outcomes
- ✓ Increased number of higher education learners achieving 2:1 or above
- ✓ Increased number of learners achieving MMM or above
- ✓ To exceed national outcomes for Essential Skills Wales
- ✓ A* - C A level grades to be on par or above national comparator
- ✓ AS - A2 Progression rate
- ✓ 90% Positive Destination
- ✓ To exceed national outcomes for GCSE
- ✓ Retain Microsoft Showcase Status
- ✓ 95% Learner Attendance
- ✓ Receive re-accreditation of OLEVI Designated
- ✓ To increase participation rates in HE
- ✓ 100% of learners studying within the Welsh Government Priority areas to be on a B3 Welsh level
- ✓ Achieve NACE Challenge Award re-accreditation
- ✓ 50% of learners studying within the Welsh Government Priority areas to be on a B2 Welsh level scheme by 2030
- ✓ The majority of staff in each of the Welsh Government Priority areas to have engaged in the Work Welsh
- ✓ 90% Engagement in JISC Digital Insight Survey
- ✓ 95% College Completion Rate

Our Place In The Community

- › We will work in collaboration with external partners to drive forward economic, social and cultural change.
- › We will work in collaboration with external partners to inspire learners about future career paths, provide advice and guidance and support positive learner transition and progression.
- › We will work in partnership with local schools to deliver relevant and inspiring 14-16 vocational provision.
- › We will maximise the opportunities to engage with our local communities adding value, realising potential and developing a sense of belonging.
- › We will further enhance our partnerships with employers and community organisations, utilising the college as a vibrant and accessible facility for all.
- › We will provide opportunities for learners to engage with industry and activities outside of the traditional classroom environment to enhance their learning.
- › We will play a key role in driving forward the Welsh Education strategic plan across Merthyr Tydfil, working with key strategic partners to develop Welsh Language and curriculum pathways and experiences for learners.



MEASURING SUCCESS

- ✓ 100% achievement against Part-time and PLA targets
- ✓ 90% Employer and stakeholder satisfaction
- ✓ Increased number of Strategic and Community partnerships aligned to Welsh Government and Cardiff Capital Region
- ✓ 90% progression from year 11 into the college
- ✓ 70% of vocational learners completing work experience
- ✓ 10% increase each year in the number of learners wishing to complete their course or aspects of their course through the medium of Welsh
- ✓ 16 learners enrolled on each 14-16 pathway
- ✓ To achieve TASS Accreditation

Our Resources & Environment

- › We will remain a financially sustainable, agile, socially ethical and resilient organisation.
- › We will maximise diverse income and funding opportunities to generate surpluses for re-investment in our core purpose.
- › We will provide a sustainable environment which is equipped for the delivery of high quality and responsive learning along with investment into a net zero technology centre for future generations.
- › We will provide an efficient, effective and secure digital infrastructure and support investment in emerging technologies.



MEASURING SUCCESS

- | | |
|---|---|
| ✓ 3% Surplus as a percentage of income | ✓ Current ratio |
| ✓ 100% compliance with external regulator | ✓ 10% reduction in total emissions each year in line with FE sector |
| ✓ Gain external recognition and accreditation through: <ul style="list-style-type: none"> - Eco Schools Green Flag Accreditation - Green Gown Award - Green Dragon Award - Cyber Essentials Plus | ✓ Year-end cash position |
| | ✓ Staff costs as a percentage of income in line with FE sector |