



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

**Strategic Plan
2019-2023**

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 be the highest performing college in Wales by placing our learners at the centre of everything we do and providing an outstanding learning experience.

2

We will offer an innovative and responsive curriculum that supports all learners and stakeholders 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 benefit our learners, support economic growth and meet Stakeholder' needs.

5

We will provide effective Financial, HR and Estates strategies to maximise sustainability and resilience and support 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
Financially Strong and Progressive
Innovative and Responsive Curriculum
Safe and Supportive Environment
Effective Partnerships

Strategic Priority 1: We will be the highest performing college in Wales by placing our learners at the centre of everything we do and providing an outstanding learning experience.

Throughout 2020-2023 the college will continue to provide an outstanding learning experience, offering a broad and balanced curriculum that meets the needs of all learners, regional employers and the regional economy and delivering the highest quality teaching, learning and support across all learning areas.

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

- High quality impartial careers advice and guidance will ensure all learners are placed on the right programme. This will be evidence through the Matrix standard and Careers Mark Award.
- The college will achieve external recognition through the AoC Beacons Award and Princess Royal Training Award.
- Outcomes will continue to improve in line with national comparators.
- Value added scores will clearly demonstrate distance travelled and progress made in learning.
- The quality of teaching and learning will improve through continuous professional development.
- The college will be renowned for promoting and embedding a culture of sharing good practice.
- We will enhance our learner engagement strategy to provide more effective ways for learners to have their say.



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 target
- 95% completion rate
- 2% improvement year on year on the percentage of resitting learners who achieve an improved grade at GCSE English Language and GCSE Maths
- Less than 4% Learner drop-out rate
- 92% of teaching and learning rated as excellent or good
- 2% increase year on year on the numbers of learners achieving high grades
- ALPS Quality indicator 3
- Retention of learners from year 1 to year 2 at or above national average
- 100% Staff trained in OTP or ETP

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

During 2020-2023, the college will build upon and enhance its core curriculum, establishing areas of outstanding success, strengthening core subject areas and introducing new curriculum areas in response to demand from local schools and employers and opportunities arising from regional skills priorities, Welsh and UK Government legislation, funding methodologies and strategies.

Our success will be measured by:

- 60 A level learners each year from outside of Merthyr Tydfil
- 10% increase in the number of learners participating in Skills competitions
- 85% progression into higher learning or employment
- 100% recruitment into Regional Skills Priority areas
- 100% recruitment to our part-time target
- 100% staff engagement in our new Digital Literacy Skills Training programme
- 10% increase in learner participation rate in college enrichment activities.
- 100% learner engagement in 'employability programme'
- 20 staff to develop their Welsh skills on an annual basis

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

- Our college Sport and Wellbeing centres will provide support for learners in their studies.
- Our curriculum will equip learners with the knowledge, skills and experience that will enhance their progression onto university, employment or further learning at a higher level.
- LMI data will be used to proactively support curriculum planning.
- The college's employability 'futures' programme will ensure that all learners have the skills to progress successfully on to employment or further learning.
- We will expand part time provision, including ESOL, Adult Basic Education, Access to HE, conversational Welsh, Basic IT and welding programmes.
- 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 Higher Education portfolio will include a range of degree and higher apprenticeship pathways.
- Digital literacy, employability and entrepreneurial skills will develop and be embedded across the curriculum through the college's 'Employability 'Futures' Programme'.
- Our A level Centre of Excellence will attract over 60 learners from outside of Merthyr Tydfil.
- We will ensure that all staff are well equipped to deliver the curriculum and skills of the future, including digital skills.
- Comprehensive Welsh language training programmes will be delivered for academic and support staff in order to drive forward development of the Welsh language



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 environment with opportunities that encourage and support 'active engagement', and which enable learners and staff to lead healthy lives and make choices that support their wellbeing, giving equal priority to physical and mental health. Our dedicated Wellbeing Hub will provide an integrated support system for learners, with expert advice, guidance and support focussing on all aspects of wellbeing, including safeguarding, additional learning needs, Inspire to Achieve (I2A) and study skills alongside therapeutic inputs from the Nurse Practitioner, Counsellor and Chaplaincy service.

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 culture.
 - Learners will be supported to develop their personal resilience.
 - We will implement a comprehensive infrastructure and approach to safeguarding and prevent.
 - We will promote our Employee Assistance Programme, Occupational Health, Mental Health First Aid and ASIST, Counselling, Nurse Practitioner service and enrichment programme to support learner and staff health and wellbeing.
 - We will remain committed to the principles contained within the UK and Welsh Government legislation and policies, including, for example the Wellbeing for Future Generations Act.
 - We will provide opportunities through 'Have Your Say' sessions, staff conferences, consultation with trades unions and other mechanisms for staff to contribute their views and ideas to college strategies, policies and everyday working life.
 - We will continue to provide and promote environmentally sustainable workplace
 - We will achieve external recognition as an 'Access Able' and Corporate Health Standard' organisation
- Our success will be measured by:

 - 100% of learners feeling safe at college
 - 95% of learner 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.
 - 95% of staff agreeing that they feel valued by the college
- The college will sign up to the 'Time to Change Wales' organisational pledge and action plan to support the mental health and wellbeing of young people and employees.
 - We will promote healthy lifestyle behaviours by working with Public Health Wales in line with Corporate Health Standards and Cwm Taf University Health Board.
 - We will encourage increased staff and learner participation in the college's enrichment programmes.

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

The college has a long history of working with local businesses and stakeholders, including other training providers, local council and local government. Through our subsidiary, Tydfil Training Company (TTC), we will continue to work with businesses and other stakeholders, ensuring that we continue to make a positive contribution to the profile of Merthyr Tydfil within the Heads of the Valleys region and support the needs of our community. A key element of this will include establishing a single point of contact for employers which streamlines the process and to make the interaction with TTC and MTC by businesses as simple and clear as possible.

Our success will be measured by:

- £1.5m Work Based Learning contract
- 70 work placements for enhanced apprenticeships scheme learners
- £480k apprenticeship allocation
- £250k of p/time programmes delivered using external funding
- 25% increase per year on ESP Adult programme contract
- Growth of 10 learners each year on enhanced apprenticeships schemes
- Annual increase in employer satisfaction
- No. of employer/professional body partnerships to grow by 10 each year

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

- We will develop a range of be-spoke training programmes and vocationally recognised qualifications through Tydfil Training Consortium.
- We will increase the range of apprenticeship opportunities in Accounting, Construction, IT and Sport.
- 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 work with Aspire and local employers to stimulate and meet the demand for high quality apprenticeships.
- We will engage and liaise with the local Economic Development Partnership Group to ensure training supports economic growth and development.
- All college provision will meet local and regional sector skills priorities.



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

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

- Investment in staff development will be maintained
- Reliance on Welsh Government funding will be reduced
- The college's staff forum, workplace, consultation with trades unions and 'have your say sessions' will provide an effective way for staff to engage and have their say in the future development of the college
- Our HE recruitment strategy will be effective and robust
- Effective workforce planning will be undertaken in line with curriculum development and local needs
- The use of the college building and resources will be optimised, ensuring that we provide an outstanding learning environment for all
- Career and skills development opportunities will be promoted for all staff, ensuring that we maintain a highly skilled and motivated workforce and that staff are up skilled and prepared for future changes
- We will be ranked amongst Stonewalls top 60 employers
- We will achieve key awards in recognition for our commitment to developing and supporting our staff and our estate, including Investors in People Gold Award, ISO14001 and OHSAS 18001

Our success will be measured by:

- 3% Annual financial surplus
- 0.2% of recurrent income allocated as a minimum to the staff development budget
- 1% reduction each year in staff costs as a percentage of income
- 100% recruitment to HE target
- A reduced reliance on Welsh Government Funding

