



Strategic Aims and Objectives

2019 | 2021



Mission

Our mission is your future success

Vision

To be recognised as an excellent college by learners, staff, business and communities

Core Values

Our core values are that:

We focus on learners

We strive for high performance

We value and invest in all people

We seek continuous improvement

We are aspirational, we listen and collaborate

We develop strong and effective partnerships





Aim 1

to provide learners with the most effective information, advice and guidance which leads to successful recruitment and then progression to employment or higher studies.

	Objective 2019/2020	Why	How Measured	When
1.1	Revise the recruitment, admissions and enrolment processes to ensure the college enrolls its target number of learners.	To ensure high quality experience for all applicants To secure college funding	Number of enrolments Number of applications	Sept - Nov 2019 Monthly review from Jan 2020 onwards
1.2	Assess and improve the information, advice and guidance given to new and progressing learners	To ensure that learners are able to make an informed and confident choice using labour market data	Learner survey results Website analysis	November 2019 Monthly review from Jan 2020 onwards
1.3	Evaluate the skills levels of all learners before enrolment	Right learner, right level, right course	Entry criteria Initial assessment results	September 2019
1.4	Ensure progression routes are clear for all learners.	To ensure that there are progression routes from all programmes to either employment, apprenticeship or further or higher studies	Curriculum plan Analysis of progression data Impact of employment bureau	March 2020



Aim 2

to provide learners with a curriculum that is relevant and responsive to their needs and which develops their future aspirations.

	Objective 2019/2020	Why	How Measured	When
2.1	Review and plan the curriculum for DfES funded and Higher Education courses.	To ensure that the plan meets: <ul style="list-style-type: none">- Welsh Government Priorities- Regional skills plan- LMI data- Local intelligence- Available funding	Review plan against enrolment	Provisional plan December 2019. Final plan April 2020
2.2	Ensure literacy, numeracy, digital literacy & employability skills are planned within Teaching, Learning and Assessment plans.	To meet Welsh Government Priorities To develop skills for employment	Audit of TL&A plan	November 2019
2.3	Plan opportunities for all full time learners to complete enterprise, entrepreneurship activities and work related activities.	Right learner, right level, right course	Audit of course plans Impact of employment bureau	November 2019 February 2020 May 2020



Aim 3

to deliver excellent teaching, learning and support which challenges all learners to achieve their maximum potential.

	Objective 2019/2020	Why	How Measured	When
3.1	Develop an approach to observe and monitor the progress in learning of employability skills through <ul style="list-style-type: none">• Internal and external competitions• Work experience• Employability activities• Tutorials	To develop learner skills To meet Welsh Government priorities and the Regional Skills Plan	Learning observations Competition results	November 2019 February 2020 May 2020
3.2	Implement a range of action research projects in relation to teaching, learning and support developing innovation and collaboration amongst staff teams.	To ensure that reflective practice is a core standard for teachers To increase staff self-efficacy	Learning observations Project evaluations	December 2019 April 2020
3.3	Implement a coherent programme of academic support opportunities for all learners	To provide effective support arrangements for learners	Learning observations Learner feedback	November 2019 February 2020 May 2020



Aim 4

to inspire a culture which encourages continuous quality improvement.

	Objective 2019/2020	Why	How Measured	When
4.1	Monitor and review the progress made by each school and functional area against their QIAP.	To ensure quality improvement is rigorous and robust To ensure the performance against targets are being measured. To ensure quality improvement plans are being updated, to reflect in-year performance, with additional actions included as appropriate.	School QIAPs at quality boards. The updated functional area QIAP's will be communicated to the appropriate member of Strategic Leadership Team	September 2019 February 2020 March 2020 May 2020
4.2	Ensure strategies for improving attendance and punctuality are applied consistently across the college.	To ensure the college continues to strive to achieve a minimum attendance rate of 90%. To improve success rates	Register checks Register checks and learner focus groups	Weekly from September 2019. Cross college line of enquiry during quality weeks: October 2019 January 2020 March 2020
4.3	Ensure the areas of focus during quality weeks are pertinent to each school and functional area.	To ensure each school and functional area takes an active role in their self-assessment. The in-year self-assessment will be responsive to prevailing conditions and evidence based. To ensure support and intervention strategies target the areas of most need.	From the findings of: Learning observations Learner walks Learner focus groups Staff focus groups Data and process monitoring Best practice observations	During quality weeks: October 2019 January 2020 March 2020
4.4	Continue to improve learner outcomes* *for discussion and assuming we achieve our 18/19 targets, which are: Completion rate 94% Attainment rate 96% Main qualification success 87% All qualification success 89% GCSE +2% ESW +2%	To achieved continuous improvement and high performance.	Analysis of data dashboards by Strategic Leadership Team at quality boards. Analysis of data dashboards by curriculum areas	September 2019 February 2020 March 2020 May 2020 Half termly



Aim 5

plan and support the development of Welsh language/bilingual services and curriculum provision across the college.

	Objective 2019/2020	Why	How Measured	When
5.1	Cultivate an environment where the Welsh language is used in formal, informal and social contexts	To mainstream the language in the college To encourage, support and increase the use of Welsh across the college by learners and staff.	Annual report on Welsh Strategic Development Plan 2018-23 Action Plan	June 2020
5.2	Monitor and review the objectives and action plan of the Welsh Strategic Development Plan 2018-2023	To achieve the three key aims of the Welsh Strategic Development Plan 2018-2023 (Curriculum, Resources, Informal Use of Welsh)	Termly Progress Reports for the Welsh Language Strategic Group Annual report on Welsh Strategic Development Plan 2018-23 Action Plan	Termly (Progress Reports) December 2019 March 2020 May 2020
5.3	Collaborate with Coleg Cymraeg Cenedlaethol to support and realise the objectives outlined in the college's FE and Apprenticeship Action Plan	To make a key strategic and operational contribution to the Welsh Government's Cymraeg target (One million Welsh speakers by 2050) To align college strategic developments for the Welsh Language with those of Coleg Cymraeg Cenedlaethol	Termly Progress Reports for the Welsh Language Strategic Group Annual report on Welsh Strategic Development Plan 2018-23 Action Plan	June 2020
5.4	Monitor and embed the Welsh Language Standards detailed in the Compliance Notice issued by the Welsh language Commissioner across college services and operations.	To ensure the statutory requirements are met The college must provide an annual report to the Welsh Language Commissioner on compliance with the imposed standards.	Annual Welsh Language Standards Compliance Report to the Welsh Language Commissioner	December 2019



Aim 6

to develop a governance and leadership approach which provides an ethos of ongoing challenge and guidance, which develops trust, transparency and respect.

	Objective 2019/2020	Why	How Measured	When
6.1	Provide clarity about the future direction of the college, through publishing the strategic objectives, monitoring progress and providing regular updates.	To ensure that the college stays on track to achieve the strategic aims To keep everyone informed of progress and challenges	Evidence of publication Progress reports to be evaluated by Strategic Leadership Team, College Management Team and Corporation Board committees & circulated to all staff via Staff Life	Publish aims and objectives for year 1 in August 2019 Monitor and record progress every half term Publish objectives for year 2 in June 2020
6.2	Ensure that the range and mix of governors enhance, assist and support the development of the college	To encourage challenge, advice and the sharing of expertise To promote greater involvement of governors in the strategic direction of the college	Skills surveys of governors Measuring and acknowledging participation	When vacancies arise or skills gaps are identified
6.3	Encourage participation in planning for improvement through regular consultation with learners, staff and other stakeholders.	To be recognised as an organisation that listens and acts on the views of others To jointly develop effective ways of working with staff to ensure that developments take account of their views and experiences To seek staff and learner views on the provision within the curriculum and business support areas to ascertain how it might change and develop To develop annual objectives for 2020/21 with the learners, staff and governors.	Outcomes of surveys, focus groups and other consultation events to be captured. Appropriate action plans to be developed and delivered, with regular progress measured and reported.	Throughout the academic year



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	Objective 2019/2020	Why	How Measured	When
6.4	Develop capabilities of teaching and business support staff to support the future direction of the college.	<p>To support effective staff development and be recognised as an organisation that invests in staff</p> <p>To develop service excellence across all business support areas of the college</p> <p>To develop excellent outcomes across all curriculum areas</p> <p>To ensure that the changing needs of learners and / or the curriculum are identified and met</p>	Impact to be measured against quality improvement action plans in each area.	Initial CPD plans to be published in term one of the 2019/20 academic year. Review plan and if appropriate amend at the beginning of terms two and three.
6.5	Ensure that performance is monitored to recognise effective performance and provide support where performance needs to improve.	<p>To ensure that all staff participate in an effective performance development review (PDR)</p> <p>To provide staff with opportunities to grow and develop in their work – focussing on service excellence</p> <p>To provide staff with clarity about expectations with regard to performance</p> <p>To bring those areas that need to improve the most into sharper focus</p> <p>To recognise those areas where staff performance is excellent</p> <p>To ensure that CPD is stretching and varied according to performance</p>	HR to monitor compliance and ensure that CPD is targeted. Cross –cutting themes will be identified matching the outputs of 6.4 with individual development plans. Service outcomes will be scrutinised to evaluate the impact of these activities	PDRs to be completed within the agreed 3-month window (dates will vary across the college).



Aim 7

to be recognised as an excellent college for collaboration and partnership working. Meeting local, regional, national and international needs and priorities.

	Objective 2019/2020	Why	How Measured	When
7.1	Expand our employer support provision to provide a recruitment solution that supports part time, full time and apprenticeship employment opportunities.	<p>To increase employer support activities</p> <p>To meet employer needs and demands</p> <p>To raise the profile and image of the college</p> <p>To support learner progression opportunities</p> <p>To increase ESF/commercial and apprenticeship opportunities</p>	<p>Annual Employment Bureau Report</p> <p>Faculty Management Meetings</p> <p>Increased opportunities for learners to engage in work placement, PT and FT / Apprenticeship employment</p>	<p>June 2020</p> <p>Termly update on progress</p>
7.2	In conjunction with Local Authorities establish a strategic partnership group consisting of key external agencies, stakeholders and partners.	<p>To challenge BIS in strategic direction and performance</p> <p>To raise awareness of needs and regional demands</p> <p>To influence the college offer and priorities</p> <p>To listen to employers and understand their decisions and direction</p>	<p>Termly Strategic Meetings</p>	<p>Termly update on progress</p>



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	Objective 2019/2020	Why	How Measured	When
7.3	Capture and evaluate the views of our employers, stakeholders and partners, ensuring that we are meeting needs and expectations.	<ul style="list-style-type: none"> To measure the external perception of the college To monitor the college performance To listen and respond to employers needs To support decision making and strategic direction 	Employer Surveys	Survey 1 - November 2019
7.4	Develop a strategy for international work that supports the College and provides opportunities for staff and learners.	<ul style="list-style-type: none"> To capture new income opportunities To maximise current ESF funding To be recognised as an International provider To provide excellent training in specialist areas To enhance learner experiences 	International Strategy	October 2019
7.5	Participate in local, regional and national initiatives / groups to ensure the college gathers appropriate LMI and is seen as an economic contributor. To include representation at: CBI, Treforest Growth, CBF, Valleys Task Force, RSP, NTFW and local network groups.	<ul style="list-style-type: none"> To understand and respond to regional priorities To understand and influence political direction To be aware of inward investments, growth and contraction within the region To gather information about the funding landscape 	<ul style="list-style-type: none"> Attendance at network meetings 5 new contacts and partnerships 	Termly update on progress



Aim 8

to deploy all of the resources of the college, in a considered, responsible and sustainable manner in support of the mission, vision and core values.

	Objective 2019/2020	Why	How Measured	When
8.1	A continual and consistent commitment to cost management is evidenced in order to ensure value for money and to safeguard the financial health of the college.	To ensure financial probity To effectively manage cash flow To ensure future capital commitments are delivered	Papers evidencing planned surplus for: Operational Management Team Strategic Leadership Team College Management Team Governors	To be monitored termly alongside monthly, quarterly and annual financial statements.
8.2	Alongside cost management to continue to grow and develop alternative income streams (not core FE funding) where possible. WBL to maintain contract level as a minimum and a commercial target of £1.2m.	To reduce the risk of over reliance on FE recurrent funding To respond to the needs of business To ensure that the surplus target is met To meet local, regional and national priorities	Papers evidencing in key activities and income for: Operational Management Team Strategic Leadership Team College Management Team Governors	To be monitored termly alongside monthly, quarterly and annual financial statements.
8.3	Ensure that all investments in capital, equipment, and staffing are planned, monitored and evaluated using appropriate data and responsibly support the strategic plan. The details of this commitment should be articulated to college management, governors and external bodies.	To ensure that investments are made which are learner focussed To ensure that the business planning process is robust and leads to effective investment in staff, resources and equipment To ensure financial probity	Business planning process delivery of strategic aims and within budgetary limits. Learner survey responses Audit reports receiving assurance ratings	To be monitored termly alongside monthly, quarterly and annual financial statements alongside the business planning processes.
8.4	Ensure that the audit needs of the college are planned, managed and reported in a timely fashion to the college management and governors and that all related compliance responsibilities are met.	To comply with legal responsibilities To ensure that the Financial Regulations are adhered to	Assurance ratings for all audit reports	In accordance with the deadlines within the annual audit plans for internal and external audit

