



COLEG Sir Benfro  
Pembrokeshire COLLEGE

# StrategicPlan

2023–2028



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# Welcome

## Principal & CEO (Chief Executive Officer)



Dr Barry Walters

## Chair of Corporation Board



Iwan Thomas

Pembrokeshire College's Strategic Plan 2023-2028 sets an ambitious vision for our development over the next five years. Our focus remains on providing first class education and training to ensure that we best prepare learners for the world of work or for higher levels of study.

The period of this Strategic Plan 2023-2028 will be a time of change, challenge and opportunity, with both expected and unexpected impacts of the worldwide coronavirus pandemic, Brexit and financial pressures all continuing to have a profound effect on people's lives and society in general. The county of Pembrokeshire is facing significant demographic challenges and skills shortages at a time when opportunities will arise through the successful Celtic Freeport bid and the emerging Renewable Energy developments on the Haven. The College is in a key position to play a pivotal role in meeting the challenges and opportunities that will arise.

The College and its reputation have grown locally, regionally and nationally over the period of the previous Strategic Plan as evidenced by the increase in full time enrolments and apprenticeships. The College now leads an Apprenticeship and JobsGrowth Wales Consortium with a contract exceeding £27 million.

We have highly qualified staff with industry experience and knowledge whose focus is on supporting and ensuring our learners receive a high-quality experience.

We deliver high standards of education and training as evidenced

by 'Good' and 'Excellent' judgements in our most recent Estyn WBL (Work Based Learning) and FE (Further Education) inspections and outcomes are consistently above national comparators. We are financially strong, which enables us to invest in excellent facilities and resources, having completed the £6 million build of a new Engineering Centre and Atrium Area in 2021/22 with support from Welsh Government's Sustainable Communities for Learning Band B Programme funding envelope.

We have built a Learning Centre at Folly Farm and an Independent Living Skills Academy at Withybush on the Pembrokeshire Agricultural Showground at a combined cost of £3.5 million. We are currently developing new plans to enhance the learner environment with additional investment in refurbishment and new facilities over the period of this Strategic Plan whilst seeking financial support from Welsh Government.

As a College we are committed to the Welsh Government's agenda of working in collaboration with our partners, especially the County Council and Pembrokeshire Schools, to ensure that learners in the county have access to the widest range of academic and vocational opportunities.

This strategic plan has been created following an extensive consultation with a range of stakeholders including employers, staff, learners, the Pembrokeshire College Advisory Forum and the College Governing Body. We look forward to its implementation.

Dr Barry Walters  
Principal and CEO (Chief Executive Officer)

Iwan Thomas  
Chair of Corporation Board





# Pembrokeshire College

Pembrokeshire College is a dynamic and high-quality provider of further, higher and work-based education and training with nearly 2,000 full-time and 12,000 part-time learners, apprentices and trainees enrolled every year. The College employs over 530 talented and dedicated staff who are professionally qualified, supportive and who care passionately about their learners. The College offers a comprehensive vocational provision covering all curriculum areas including the priority sectors Health and Care, Engineering, Energy, Construction,

Technology, Food, Life Sciences, Tourism and Hospitality. Alongside this an academic offer of 27 A levels is followed by over 350 level three learners.

The College is lead of a Work Based Apprenticeship Consortium delivering a £27 million contract for Apprenticeships and Jobs Growth Wales+ Training Programmes across the whole of South Wales. As such, the College works with over 3,500 employers to help deliver occupationally competent individuals into the workforce.

## Our Vision

It is our vision of what we would like the College to be known for which determines our strategic goals and priorities. Pembrokeshire College's vision is:

***“To transform lives through learning.”***

## Our Mission

Pembrokeshire College is committed to creating opportunities and enriching lives through the provision of excellent learning opportunities. The College's mission is:

***“To empower individuals, raise aspirations and develop tomorrow's workforce.”***

# Culture & Values

Our staff have identified the values that we believe should drive the College through the period of this strategic plan. These values, which define the ethos, culture and behaviours of the College, our staff and its learners are encapsulated by the backronym **PEOPLE** which represents the following:

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**Positivity:** we believe in being positive and responsive, encouraging all to adopt such an approach in all that they do;

**Equality:** we value equality and challenge oppression. We are committed to providing an inclusive and safe environment which respects the diversity of its staff and learners. We actively support and promote anti-discrimination strategies across all the protected characteristics;

**Opportunity:** we believe in making every opportunity possible with regard to education for our College community;

P

L

E

**Potential:** we aim not to just fulfil potential but to go beyond all expectations;

**Listening:** we listen to learners, staff, employers and members of the community in order to ensure an open and inclusive culture;

**Excellence:** we believe in aspiring to excellence and endeavour to be a Centre of Learning and Teaching Excellence.

# Strategic Goals

## Delivering the Goals

Within the next five-year period Pembrokeshire College plans to develop its curriculum portfolio, guided by the following seven key strategic goals, which are envisaged as broad statements of intent capturing the vision, values and ethos of the College over the five-year period.

Our Strategic Plan considers the Minister for Education and Welsh Language's "A Vision for Further Education" paper, the Wellbeing of Future Generations Act and Welsh Government strategy and policy. Our goals also take into consideration those of the City Deal for the Swansea Bay Region, the Haven Waterway Enterprise Zone, the Regional Learning Partnership's Employment and Skills Plan.

The Strategic Goals also fully align with the Pembrokeshire Public Services Board wellbeing objectives of: reducing inequalities; supporting decarbonisation; enabling safe, connected and resourceful communities; and supporting growth, jobs and prosperity and a transition to a more sustainable greener economy. The aims identified within the following strategic goals are underpinned by the College's operational plan. Each faculty and department identify actions which enable the aims of the Strategic Plan to be achieved. There are some aims which are closely aligned, however we believe it is important that they are included within the context of the specific strategic goal.

Within the period of this strategic plan the aims that underpin the Strategic Goals of the College are as follows:



# 1. Develop highly skilled, creative and successful individuals

- 1.1 Place the learners at the heart of everything we do and ensure their views are considered as part of the decision-making process.
- 1.2 Ensure our curriculum continues to raise learners' aspirations and enables the development of both independent learning and teamwork skills.
- 1.3 Enhance the tutorial programme and pastoral support to ensure learners are equipped with the necessary attributes, skills and resilience to help them achieve their programme and support their onward progression.
- 1.4 Continue to develop literacy and numeracy skills which are critical for learners' life chances and equip learners with industry specific digital skills<sup>1</sup> for an ever-changing technological world.
- 1.5 Measure the impact of the Health and Wellbeing strategy and work with relevant agencies to ensure all members of the learner community receive all the necessary support to succeed.
- 1.6 Further embed the cross-cutting themes of the Well-being of Future Generations (Wales) Act 2015 across all learning programmes.
- 1.7 Continue to embed competitions into the curriculum to raise standards and better prepare learners for the world of work.
- 1.8 Strengthen the comprehensive extra-curricular enrichment programme that provides learners with a range of opportunities that focus on sport, culture and wellbeing.
- 1.9 Raise learners' progression aspirations by taking advantage of for example, the Seren<sup>2</sup> network developments.
- 1.10 Continue to promote a positive culture of learning, behaviour and respect through the implementation of ASPIRE's<sup>3</sup> inclusive classroom development, resulting in highly skilled learners, ready and fully equipped to compete and work in an evolving global employment market.

<sup>1</sup>"Digital" encompasses technology to support teaching & learning and business support systems and the underlying connectivity and infrastructure to allow these to be effective.

<sup>2</sup>Seren is a Welsh Government initiative dedicated to helping Wales's brightest state educated learners achieve their full academic potential and support their education pathway into leading universities in Wales, the UK, and overseas.

<sup>3</sup>ASPIRE is the College's Organisational Development department which focuses on Learning, Teaching, Quality and Continuous Professional Development.



## Strategic Goals continued

### 2. Deliver excellent, inspiring and relevant learning and teaching enabling Pembrokeshire's learners to progress to higher levels of learning or employment

- 2.1 Deliver quality learning programmes and services that support learners effectively and are recognised as excellent on a national and international basis.
- 2.2 Review the curriculum to ensure learners develop the appropriate skills and knowledge base to be able to progress into careers in existing key sectors for example, engineering and tourism and the emerging sectors such as food and renewable energy.
- 2.3 Embed the digital curriculum across all vocational and academic sectors, recognising the impact of the pandemic on how we interact and learn.
- 2.4 Build on the current Work-Based Learning consortium operation to ensure future successful outcomes across South and West Wales contributing to the Welsh Government target of 125,000 apprenticeships by 2026/27.
- 2.5 Be a fully inclusive and diverse college, promoting equity and respect across all learner, staff and community engagement.
- 2.6 Be a College that encourages engagement in bilingual learning opportunities in education and training.
- 2.7 Increase learners' skills through enhancement of the curriculum with employability focussed Destinations programmes fully utilising links with local businesses and wider community.
- 2.8 Ensure that learners develop their knowledge and technical skills to ensure they are fully equipped for progression to both higher levels of learning and the world of work.



### 3. Values and invests in all staff

- 3.1 Adopt an open and transparent culture where all staff have high aspirations, positive morale and can grow and contribute to their own, and the College's, success.
- 3.2 Continue to develop and implement an accessible and comprehensive strategy of continuous professional development and leadership programmes and succession plan for the College's future leadership.
- 3.3 Continue to ensure the wellbeing of staff through a range of activities and enhancing support strategies.
- 3.4 Promote and support inspirational teaching and active learning that focuses on the use of innovative and relevant learning technologies, embracing the College's digital learning strategy.
- 3.5 Ensure that the voice of all staff is heard and for opportunities to be open and equal to all staff.
- 3.6 Support staff to upskill in their specific industry sector, including undertaking placements to enhance their industrial knowledge and operational skills, in line with emerging technologies and curriculum development.
- 3.7 Advance with innovative teaching methods and environments by collaborating on development, design and training, to enhance delivery methods and creative learning spaces – both physical and digital.
- 3.8 Implement the College Culture inclusive behaviour programme to engender a positive fulfilling learning environment in order to raise aspirations of learners.



## Strategic Goals Continued

### 4. Contribute to the South West region and economy by investing in skills and communities

- 4.1 Engage and influence the national, regional and local policy agenda supporting jobs and economic growth.
- 4.2 Fully engage with Welsh Government to ensure that all College staff are prepared for the implementation of the Commission for Tertiary Education and Research.
- 4.3 Work appropriately with Further and Higher Education partners to strengthen the regional approach to delivering for our communities.
- 4.4 Collaborate with Pembrokeshire Schools to deliver 14-16 vocational provision which enables programmes of study that support career pathways.
- 4.5 Work collaboratively with public, private and third sector employers to enable upskilling in the workplace.
- 4.6 Collaborate with other relevant institutions and/or sectoral bodies to identify and adopt best practice to promote equality for all.
- 4.7 Support Pembrokeshire communities, through the promotion of a vibrant and accessible facility for the community and the provision of targeted adult and community learning.



## 5. Deliver first class governance and management

- 5.1 Promote a positive yet challenging Governance and Management culture that drives the strategic direction of our College focussing on current and future learners.
- 5.2 Use community engagement and communication including through the Pembrokeshire College Advisory Forum to create wider ownership of what we deliver.
- 5.3 Encourage and support learners to be a key part of our governance structure, process and decision making to ensure the College is current, progressive and leading edge.
- 5.4 Further develop the College Digital 2030 Strategy through liaison with Jisc and other FE colleges in the sector.
- 5.5 Regularly review the membership of all College Committees and Board to ensure that it reflects the community population.
- 5.6 Deliver long-term sustainability by sourcing appropriate opportunities, through collaboration, acquisition and merger that would be in the best interests of Pembrokeshire's learners whilst giving full consideration to the degree of risk.
- 5.7 Work with the Local Authority to ensure post-16 education is aligned and viable across the county through, for example, engagement in the A Level sub-committee of the Governing Body.



## Strategic Goals continued

### 6. Provide a College environment for learners, staff and the community that is inclusive, sustainable and safe

- 6.1 Instil a culture of healthy and safe working in which learners, staff and members of the public accessing the College are safe and understand their duties.
- 6.2 Ensure the College is fully committed to all aspects of Equality, Diversity and Inclusion through, for example, promotion of anti-racism and implementation of the College's Race Equality Action Plan.
- 6.3 Further develop and enhance a sustainable and inspiring learning environment enabling alignment with the Well-being of Future Generations (Wales) Act 2015.
- 6.4 Ensure that staff are equipped to use inclusive technology that enables documents to be developed in a range of formats so that the whole learner community can access and use such learning materials.
- 6.5 Work towards a Net Carbon Zero status by 2030.
- 6.6 Work with partner organisations to ensure best use of available facilities.
- 6.7 Further develop sports facilities for the College's learner community.
- 6.8 Further develop the Welsh-medium and bilingual curriculum provision and College culture in-keeping with the national 'Cymraeg 2050: A million Welsh speakers' strategy, providing linguistic continuity and progression to learners.

## 7. Ensure long term financial stability

- 7.1 Remain a financially secure College delivering value for money whilst building cash surpluses to support future capital investment.
- 7.2 Explore future growth opportunities and diversify delivery activities to add value to the core operation.
- 7.3 Maximise the return on investment in capital development by ensuring that, in addition to meeting curriculum need, the College has opportunities to generate commercial income from such investment.
- 7.4 Secure alternative income sources and increase commercial activity in order to grow the College in ways that align our values and core business.



# Delivering the Goals

By the end of this Strategic Plan period, we will have:

## Increased Volume

5%

Achieved a 5% growth in learner volume (100 new learners) and increased the percentage of level three learners from the current 60% to 65%.

## WBL Contract

£25m

Achieved an equivalent Work-Based Learning (WBL) contract of at least £25 million for the consortium for the next five-year period maintaining the B-wbl consortium infrastructure.

## Achievement Rates

88%

Demonstrated Further Education and Work-Based Learning achievement rates in line with outstanding colleges targeting 88% in learner outcomes and framework completions.

## Learner Satisfaction

>90%

Demonstrated learner satisfaction levels above the sector benchmarks with 90% or better positive responses across all areas.

**1,000**

## Work Placements

Increased work placement opportunities through the Employment Bureau from the current 600 to 1,000 and tripling the number of learners gaining jobs through the Bureau from the current 120 to 350.

**30%**

## Staff Upskilling

Increased academic staff upskilling via industry workplace continuous professional development from the current 10% to 30%.

**2030**

## Digital Skills

Finalised and implemented the Digital Skills 2030 Strategy across the College ensuring that all learners and all staff are engaged with the technologies.

**£30m**

## Development

Developed an Estates Master Plan that provides outstanding facilities for future curriculum-innovative-provision ensuring offsite solutions where campus constraints inhibit on-site development. Sought funding to underpin the estates development plan and the investment needed to ensure College reserves are utilised to their best value.

**£1.5m**

## Annual Surplus

Achieved a healthy annual operating cash surplus of between £1.2- £1.5 million.

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