



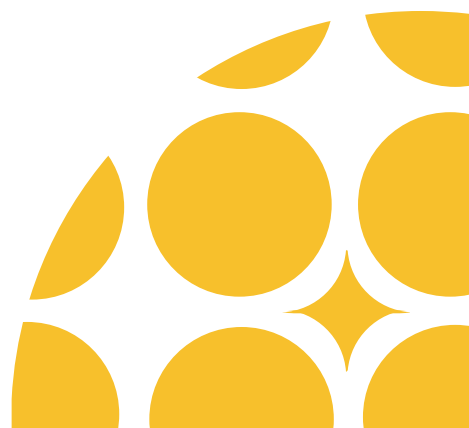
# Strategic Plan

2024-2027





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# Welcome

As we journey onto the next stage of shaping the future of our college, we are delighted to share with you our Strategic Plan for the next three years.

In the dynamic landscape of education, it is imperative that we remain proactive, responsive, and innovative to meet the evolving needs of our stakeholders and the communities we serve, and at the heart of this Plan lies our unwavering commitment to excellence, inclusivity, and collaboration.

We recognise that our college is a vibrant ecosystem, enriched by the diverse perspectives, talents, and aspirations of our students, staff, employers, and the broader community. It is through our collective efforts and shared vision that we chart a course towards continued growth, relevance, and impact.

This Strategic Plan is the culmination of consultation, reflection, and collaboration with stakeholders at every level. We have listened attentively to the voices of our community, embracing feedback, ideas, and aspirations to inform our strategic priorities and initiatives. As we navigate the opportunities and challenges ahead, we are guided by our core values of ambition, resilience, inclusivity, empowerment, and accountability.

In the pages that follow, you will find a roadmap that outlines our strategic goals and objectives for the coming years. Our strategic priorities are focused on enhancing student success and well-being, fostering academic excellence and innovation, strengthening partnerships and engagement, advancing diversity, equity, and inclusion, and ensuring organisational sustainability and effectiveness.

This Strategic Plan is not merely a document; it is a living blueprint that will guide and shape our actions, decisions, and investments in the pursuit of our shared aspirations. It reflects our collective commitment to continuous improvement, adaptability, and responsiveness in an ever-changing landscape.

We are confident that together, we will achieve our shared mission of empowering success and enriching communities, and extend our gratitude to all who have contributed to the development of this Plan. We look forward to the journey ahead with optimism, determination, and a spirit of collaboration.



**Gill Banks**  
CEO / Principal



**Joanne Henney**  
Chair of Governors

## Our Mission

**Empowering Success,  
Enriching Communities,  
Supporting Industry**



## Our Purpose

**To provide inclusive, highest-quality education and training opportunities to meet the aspirations of students and the needs of the local community and industry.**

### **We will do this by:**

Equipping individuals with the knowledge, skills, behaviours and qualifications necessary for workforce success and career growth.

Serving as a hub for lifelong learning, community engagement and personal development, enhancing social mobility and economic prosperity.



# Our Values

For our core values to really matter; it goes far beyond a simple list of guiding principles. Our core values authentically define how we as a team, operate, behave, and interact on a day-to-day basis. They set the direction and framework for our strategic behaviours.







## We are Ambitious

- We are passionate about our college, our students, our people, their ambitions, and their futures
- We encourage and embrace creativity, innovation, and change
- We are committed to ensuring our people are the best they can be and our college's most important asset
- We strive to be leaders and exemplars of educational impact best practice



## We are Resilient

- We foster a culture of agility, of what we can do, not what we can't do
- We take every opportunity to grow, learn, adapt, and always seek to improve
- We are responsive to the needs of all stakeholders
- We support each other to overcome challenges and fulfil potential



## We are Inclusive

- We create a warm, welcoming, safe, and secure college for all
- We authentically embrace diversity and celebrate inclusivity
- We nurture a culture of kindness and respect where every student and staff member is acknowledged, treated fairly, and supported



## We are Empowering

- We empower our students and our people by building their confidence, knowledge, and skills, both to meet the needs of industry, and to become active and responsible citizens in society
- We strengthen our mutual understanding and support for one another
- We provide opportunities for professional growth and recognition



## We are Accountable

- We make decisions which seek to do the right thing and in the best interests of our students and our people
- We recognise and learn from mistakes and strive to continuously improve
- We always act with honesty, integrity, and respect



# Our Strategic Behaviours

Aligned to our core values, we uphold and cultivate a set of strategic behaviours that impact the overall success and sustainability of our college driving the us towards our goals in a cohesive and unified manner.

## 2.

**We communicate effectively, demonstrate respect, and encourage collaboration, leading to innovative solutions and the achievement of goals.**



## 1.

**We embrace change, experiment with new ideas, and stay flexible to evolving educational needs.**



5.

We uphold a culture of integrity and accountability by consistently demonstrating ethical behaviour, taking responsibility for our actions, and ensuring transparency in all our interactions and decisions

4.

We foster a culture of coaching and mentoring and support for continuous improvement and empowerment, nurturing behaviours that encourage collaboration, kindness, growth, self-reflection among team members.

3.

We are outcomes led by analysing complex situations, making informed decisions, and demonstrating good judgment through critical thinking and problem-solving skills.



# Context and Opportunities

Wirral Met College based in the Borough of Wirral, a borough within the vibrant Liverpool City Region (LCR), operates in a dynamic educational landscape characterised by diverse learner demographics, evolving industry needs, and ongoing economic development initiatives. As a key provider of vocational, post-secondary education, adult learning, and higher education, we play a pivotal role in empowering individuals, supporting local communities, and driving regional prosperity.

We have been teaching generations of people since 1855. Our rich history and heritage are something that we are very proud of, and, as the largest provider of post 16 learning in Wirral, we also enjoy strong partnerships with the universities of Chester, Liverpool and Edge Hill.

Our estate is divided into five career-led Campuses:

1. Wirral Waters, Birkenhead
2. Twelve Quays, Birkenhead
3. Hamilton Campus, Birkenhead
4. Conway Park, Birkenhead
5. The Oval, Bebington





We have 7,500 students with over 2,300 16–18-year-olds and 806 adults studying full and part-time. c250 students study degree and professional qualifications and we provide a range of access courses for adults who need to prepare for university level study. We offer a full range of provision, including 16-18 study programmes, 19+ adult courses, Apprenticeships, and university level courses across our five campuses. Hamilton campus is home to our Wirral Met College University Centre.

The Borough of Wirral, encompasses urban, suburban, and rural areas with varying socioeconomic backgrounds and educational attainment levels. It is home to a diverse range of industries, including manufacturing, construction and renewables, healthcare, digital technology, logistics and maritime, tourism, and creative industries.

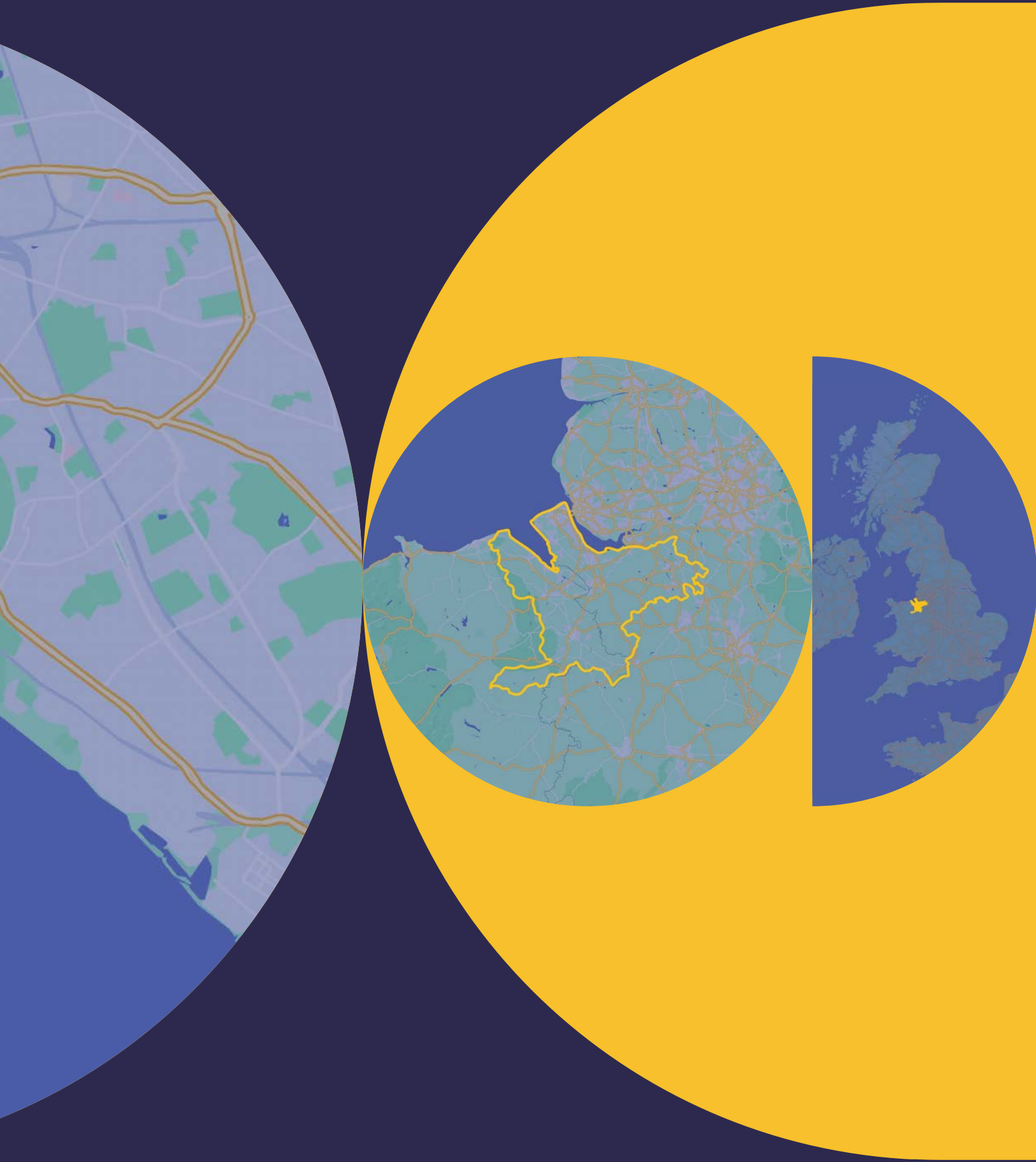
As a college we are fully aligned to the transformational drivers of economic growth locally, regionally, and nationally and we continue to develop the mix of technical and soft skills needed to take advantage of the growth and investment, helping to break the cycle of deprivation and worklessness and provide a relevant and industry standard training environment for the benefit of all our stakeholders. We offer a wide range of industry relevant academic and vocational courses that are tailored to meet the evolving needs of local industries and employers and we equip our students with the tools and expertise needed to succeed in the workforce, thereby enhancing the borough's economic competitiveness.

We serve as a hub for lifelong learning and professional development, catering to learners of all ages and backgrounds. Through engagement and partnerships with businesses, government agencies, community groups, residents and other education providers, our college facilitates knowledge exchange, skills transfer, and collaborative initiatives aimed at driving innovation and entrepreneurship.

Wirral is at an important point in its economic history. Places throughout the UK are being challenged to come forward with ambitious plans for economic renewal as part of the government's Levelling Up agenda and Wirral provides a unique and unprecedented opportunity for positive change. The Wirral Economic Strategy 2021 – 2026 outlines a transformational regeneration programme along the 'Left Bank' of the river Mersey stretching from New Brighton to Bromborough, with a particular focus on the creation of a sustainable, waterfront urban garden community in Birkenhead, underpinned by the Birkenhead 2040 Framework and Local Plan.



1. Wirral Waters
2. Twelve Quays
3. Hamilton Campus
4. Conway Park
5. The Oval



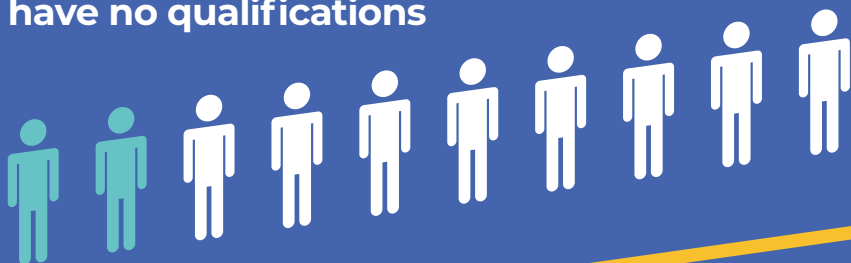
The Borough of Wirral covers an area of sixty square miles with its peninsula setting, bounded by the Rivers Mersey and Dee and Irish Sea. With a population of circa 320,000, almost two thirds of the Borough's population live within the predominately built-up urban areas to the east of the M53 motorway. The east of the Borough is also the focus for most industry whereas the hamlets and villages on the Dee side of the peninsula have developed into popular and vibrant commuter settlements.

**As a key partner of Wirral Borough Council, we commit to supporting their focus under the Wirral Economic Strategy's 'Inclusive Economy' objective to:**

- Reduce the gap in unemployment levels between areas of disadvantage and the rest of the borough
- Achieve high performance through our commissioned services for the number of out of work residents achieving positive outcomes (into work or training)
- Increase the qualifications levels for Wirral residents
- Reduce levels of reported skills/labour shortages amongst employers.
- Numbers of responsive programmes delivered, and people engaged

**17.89%**

**of Wirral residents aged 16+ have no qualifications**



**Wirral's employment rate is**

**73.9%**

**closing the gap with regional and national averages**

**Working-age population in Wirral is below the Liverpool City Region and England averages, with a**

**3.2%**

**expected decrease**

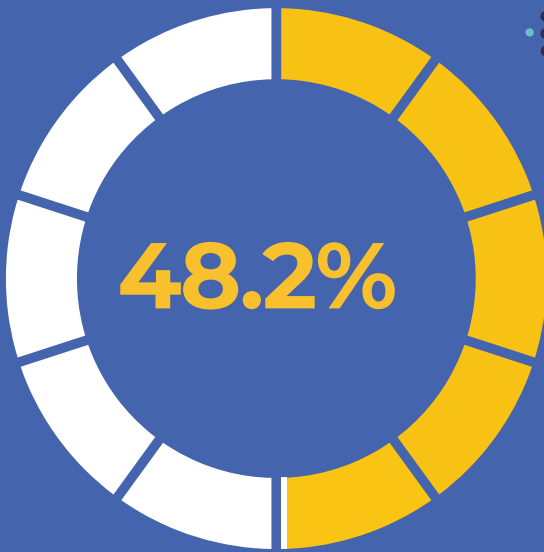




Wirral ranks as the

**77th**

most deprived  
district out of 317 in  
England



of Wirral's workforce  
(88,700 people) hold RQF4+  
qualifications

Wirral's visitor  
economy grows at

**7%**

annually, the fastest  
in the City Region  
after Liverpool

Wirral has  
**910**  
businesses

with **10+** employees

**5%** of which are  
high growth

Looking wider, the LCR Combined Authority is comprised of the Local Authorities of Halton, Knowsley, Liverpool, Sefton, St Helens and Wirral. Established in 2014, it has a £33bn economy, serving 1.6m people: of these, 967,100 are of working age, with 717,000 in employment at an employment rate of 73.9%. The number of vacancies advertised by employers remains strong within LCR however employers continue to report significant challenges finding the right people and skillsets, with specific challenges remaining around essential employability skills.

**The LCR has an Economic Opportunities Framework<sup>2</sup>** which binds together the strategic strengths, opportunities and assets that will help forge LCR's economic prosperity and resurgence on the world stage; it recognises that the Region is centrally and strategically positioned and is a true global gateway built on international trade and connectivity, driven by innovation. A key focus of the framework is around talent and opportunity in terms of the priority of talent development, attraction, and retention, underpinned by developing future-focused skills. As the largest post 16 College in the Wirral Borough, we are well positioned to support this focus. The LCR Combined Authority has acknowledged the need to have a long-term view and has produced a **Long-Term Skills Plan<sup>3</sup>**.

The proposed areas for focus in the development of the Plan are as follows:

- Improving Technical Education outcomes for young people
- Enabling access to second chance support learning and help to get into work
- Developing the skills that employers need
- Providing people with the skills to progress

Opportunities:

- Life Sciences Investment Zone
- Greening of Industry – retrofit, hydrogen
- Digital – LCR Connect, AI, big data
- Creative and Visitor economies
- Foundational economies remain strong





Feeding into the Long-Term Skills Plan is the Local Skills Improvement Plan (LSIP) completed by the City Regions Chambers of Commerce in June 2023. The LSIP has presented an opportunity for a new way of approaching skills improvement across LCR, placing employers at the centre of the skills system. 1,100 businesses were asked about the skills that are most important to their business within the next 5 years: the top responses being:

1. Sector specific technical skills (26%)
2. Communication skills (25%)
3. IT and Digital skills (22%)
4. Maths and English 117 (11%)
5. Green Technologies (9%)
6. Automation and Robotic skills (4%)
7. Decarbonation skills (3%)

2. [https://api.liverpoolcityregion-ca.gov.uk/wp-content/uploads/LCR\\_EOF\\_Summary.pdf](https://api.liverpoolcityregion-ca.gov.uk/wp-content/uploads/LCR_EOF_Summary.pdf)

3. LCR Long Terms Skills Plan

4. [https://www.lcrchambersofcommerce.co.uk/\\_files/ugd/925007\\_54b5dcac662b44c9b7a472115c3e1a5d.pdf](https://www.lcrchambersofcommerce.co.uk/_files/ugd/925007_54b5dcac662b44c9b7a472115c3e1a5d.pdf)



**Alongside skills and sector specific skills, there is a strong emphasis on behaviours and knowledge being valued; businesses highlighted issues with recruiting candidates with these knowledge, skills and behaviours.**

Our primary role as Wirral Met College revolves around advancing education, training, and skills development to support the economic growth and prosperity of the local community. As a key stakeholder in the region's educational landscape, we play a vital role in nurturing talent, fostering innovation, and bridging the gap between education and employment, actively engaging with a broad range of stakeholders.

Our commitment to supporting economic growth is multifaceted. Firstly, we provide a wide range of academic and vocational courses tailored to meet the evolving needs of local industries and employers. By offering relevant skills training and qualifications, we equip students with the tools and expertise needed to succeed in the workforce, thereby enhancing the Borough's economic competitiveness. Moreover, we serve as a hub for lifelong learning and professional development, catering to learners of all ages and backgrounds. Through partnerships with businesses, government agencies, and community organisations, the college facilitates knowledge exchange, skills transfer, and collaborative initiatives aimed at driving innovation and entrepreneurship.

Through focusing on both local and regional priorities, we contribute to national skills priorities which have been agreed across Government and are areas with high volumes of vacancies which are expected to increase. These include long-term structural barriers to recruitment, retention, and progression issues. They are important in providing opportunities for employment in key growth areas such green jobs, creative industries and science and technology, including AI and quantum computing.

The sectors are:

- Construction
- Manufacturing
- Digital and Technology
- Health and Social Care
- Haulage and Logistics
- Engineering
- Science and Mathematics

**To create a nurturing and inclusive learning environment that prioritises student success, holistic development, empowerment, and progression.**

# Students





# Our Strategic Pillars

Our Strategy is designed to ensure that we deliver on our Purpose; it includes five complementary but distinctive Pillars with clear aims:

To attract, empower, and retain a diverse pool of skilled individuals, fostering a culture of self-growth, innovation, and excellence within our organisation.

To leverage our geographical position as an anchor organisation to optimise opportunities for community engagement, partnerships, and regional economic development.

To ensure long-term financial stability and advance our sustainability roadmap by embedding sustainable practices across all aspects of our organisation.

To use internal and external partnerships, to drive innovation, knowledge sharing, and collective impact both across our organisation, the Borough and wider region.

## People

## Place

## Sustainability

## Collaboration

# Students

The students strategic pillar focuses creating a nurturing and inclusive learning environment that prioritises student success, holistic development, empowerment, and progression.

To achieve this ambition, we will:

1. Provide our students with engaging pedagogy that builds skills, knowledge, and behaviours, supporting progression and ensuring they have the tools to fulfil their potential.
2. Provide our students with excellent careers information, advice, and guidance – essential for student motivation, direction, and success.
3. Develop and deliver a technical, inclusive, and ambitious curriculum co-designed with employers that this is well aligned to local and regional skills needs.
4. Prepare our students for dynamic challenges of life and future careers, fostering a culture of lifelong learning and adaptability.
5. Provide our students with opportunities to develop their essential skills in English, maths, and digital literacy, while fostering cultural literacy, resilience and personal growth, equipping them with the tools and skills necessary for success in a diverse and interconnected world.

## Our Strategic Pillars







# People

**The People strategic pillar centres on attracting, empowering, and retaining a diverse pool of skilled individuals, fostering a culture of self-growth, innovation, and excellence within our organisation.**

To achieve this ambition, we will:

1. Attract, develop, and retain an adaptable and professional workforce that maintains relevant and current sector best practice, knowledge, and skills in support of our organisational goals.
2. Develop our people through succession planning, professional development, and a strong focus on health and well-being and ensuring we are well-equipped to deliver our objectives and support student success effectively.
3. Ensure our people are valued, engaged, kind and highly motivated by prioritising wellbeing and ensuring that excellent performance is recognised, celebrated, and rewarded.
4. Foster a diverse and inclusive workplace culture that lives our values, celebrates differences, encourages collaboration, innovation and ensures equal opportunities for all employees to thrive.

## Our Strategic Pillars







# Place

**The Place Pillar centres on leveraging our geographical position as an anchor organisation to optimise opportunities for community engagement, partnerships, and regional economic development.**

To achieve this ambition, we will:

1. Take pride in our role as an anchor institution and primary learning provider in Wirral, working in partnership with our local employers, our community, and all stakeholders, to ensure we meet the skills needs of the borough and region.
2. Contribute to economic growth, productivity and prosperity for the Wirral and the region as a key member of our community.
3. Recognise and act to reduce inequality within our borough by addressing socio economic challenges, fostering social mobility and inclusivity, through education, training, and community development initiatives, that uplift and empower individuals, families and neighbourhoods.
4. Transform our estate to ensure it provides a learning environment that staff, students, the community, and employers can be proud of, and that enable our students to be equipped with the skills required by employers.
5. Create a place of safety and well-being across our campus estate that fosters an environment where individuals can thrive, feel safe, and fully engage with their surroundings.

## Our Strategic Pillars









# Sustainability

**The Sustainability Pillar centres on ensuring long-term financial stability and advance our sustainability roadmap by embedding sustainable practices across all aspects of our organisation.**

To achieve this ambition, we will:

1. Ensure the long-term financial sustainability of the college estate, vital for delivering this strategic plan and retaining financial security through effective planning.
2. Target growth in priority areas, maximising funding opportunities and reinvestment of any surplus into developing future programmes and facilities.
3. Contribute to the environment, by cultivating a culture of environmental stewardship, to include developing courses and programmes that emphasise sustainability, integrating sustainable concepts into teaching, and ensuring our facilities are designed with energy efficiency and resource conservation in mind.
4. Safely maximise the benefits of AI and digital technologies for innovation, while effectively managing and mitigating risks to tackle any forthcoming challenges confidently.
5. Develop a culture of sustainability amongst our students and our people, encouraging accountability for day-to-day actions within the college environment and the environment overall.

## Our Strategic Pillars









# Collaboration

**The Collaboration Pillar centres on utilising internal and external partnerships, to drive innovation, knowledge sharing, and collective impact both across our organisation, the borough and wider region.**

To achieve this ambition, we will:

1. Ensure effective communication pathways exist internally for our students and for our people, to share best practice and knowledge, to enable consistency, creativity, innovation, and adaptability.
2. Establish partnerships to create apprenticeship, internships, industry placement and work experience opportunities, that bridge the gap between education and employment, ensuring students gain real-world experience and relevant skills, and enabling employers access to emerging talent.
3. Establish coherent dialogue between educators, employers, and partners to adapt and respond to the evolving needs of industry and the wider community.

## Our Strategic Pillars









# Monitoring Progress

We monitor progress through Key Performance Indicators (KPIs) which are incorporated into the governance and reporting structures. The KPIs aim to produce a balanced measure of the quality of provision and employer feedback. This Strategy will be reviewed on an annual basis.





# “What our stakeholders are saying...”

Spider Project is delighted to be further developing our working partnership with Wirral Met.

Spider Project's Creative Recovery approach has always focused on bringing a wealth of Creative Art and Educational opportunities to the most vulnerable and isolated in society.

We absolutely share Wirral Met's vision of an equitable education for everyone at any age.

Through our ongoing partnership we can help to build a stronger, creative, healthier and more resilient community that believes in its own abilities to build better futures.

## CEO Spider Project



Over many years Wirral Met College have supported Forum residents to access education and learning. As a partner in the Town Deal project led by the College, aimed at improving engagement in education, we are really pleased to have now opened our new Learning & Wellbeing Hub, a supportive and friendly space for Forum residents to participate in learning, both academic and practical work skills.

Our continuing partnership will ensure our residents, all of whom have experienced or were at risk of homelessness, will have opportunities to improve their wellbeing and gain the skills and qualifications to move forward positively in their lives and achieve their personal goals.

## Director of Business Development Forum Housing





Working at Wirral Metropolitan College offers a fulfilling and enriching journey. As an educator, you're not merely imparting knowledge, but also shaping the future of our students and the community. Our role encompasses fostering the students' potential, honing their skills, and steering them towards their academic aspirations. The impact transcends the classroom as students apply their learning to real-world situations, positively influencing the wider community's well-being. The role also involves collaborating with local educators and organisations to ensure the curriculum is relevant and meets the local needs of the workforce. This reciprocal relationship between the college, students, and the community cultivates a vibrant learning environment and a thriving local community. It's a role that truly creates a significant impact.

**Lecturer, Sport & Exercise Science Department**



Wirral Met College is a trusted partner of CITB and the collaborative working relationship helps ensure the construction industry training needs are met through the development and delivery of appropriate suitable training provision. This partnership is key to ensuring that learners and apprentices receive the appropriate training and skills required to be able to make a valuable contribution to the industry and economy.

**Senior Customer Engagement Manager – North West CITB**

STIEBEL ELTRON UK Ltd have been working alongside Wirral Met College to bring a new level of learning to their students in the field of renewable technology. As an employer in the region, we believe we have a responsibility to young people to ensure industry knowledge is shared, allowing them to compete at the highest level for job / higher education opportunities. We are achieving this by strategic collaboration with WMC and colleges in the LCR, combining best practices in learning and development with practical hands-on experience in industry. Working together we can build a strong local economy that works for all within the Liverpool City Region.

**Head of People, Stiebel Eltron UK Ltd.**

We recognise the importance of aligning our strategy with the goals and values of the College and have enjoyed the opportunity to collaborate on the new strategic plan. We are confident that the new values, practices, and pillars will serve as a guiding framework for our future successes, enabling us to navigate challenges, adapt and grow as a college to achieve our collective goals. As the HR team, we are committed to playing our part in bringing these initiatives to life, ensuring that they resonate with our employees. The People Pillar is particularly important to us as it demonstrates our commitment to fostering a culture of inclusion, growth, and empowerment in line with our values.

**Wirral Met College HR Team**



Wirral Met College provides a fantastic educational environment for students. As students we are supported to achieve in both our subject areas and personal development, preparing us for a successful future in the world of work. The staff provide lots of help and guidance but also offer a great amount of independence within their subjects, which enables students to develop as individuals.

### **Student, Art & Design Level 3**

The University of Liverpool has had a well-established partnership with Wirral Met College for over 30 years. The University is extremely proud of the four-year BSc Psychology degree that it runs in collaboration with Wirral Met which enables students to study for 2 years at Wirral Met followed by 2 years at The University. Our partnership focuses on encouraging widening participation and welcomes students from a variety of vocational, academic and non-academic backgrounds, increasing opportunities for local students who want to progress into Higher Education. The partnership deepens the University's commitment to Civic Engagement and ensures we are active in our local communities. The student-centred, approach to learning adopted by the College, combined with personalised academic and pastoral support, provides an exceptional student experience that fully prepares students for success when they join the University.

### **Professor, PhD SFHEA, The University of Liverpool**







“

Collaboration between West Kirby School and College (WSK) and Wirral Metropolitan College (WMC) is crucial for ensuring a smooth and successful transition for our SEND pupils. By working closely with the school liaison team, ALS Team, and teaching & support staff, we have been able to develop individual support and transition plans that cater to the unique needs of our pupils, promoting their academic growth and personal development. This partnership highlights our shared commitment to inclusivity and excellence in education, providing SEND pupils with the resources and guidance they need to thrive in their new academic setting.

Working with Wirral Met has been a rewarding experience for our pupils, parents/carers, and staff. WMC has maintained open and effective communication with WKS, even after the pupils have fully transitioned. They have embraced our advice and support, ensuring continuous improvement of our support strategies for pupils at WMC. Together, we have created a support system that prepares SEND pupils for the transition and helps them achieve their full potential as students at WMC and in their journey to adulthood. Our joint efforts demonstrate the power of collaboration in creating an inclusive educational environment for young people to have the opportunity to succeed.

**Careers Pathways Officer, West Kirby School & College**

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# Our Awards











**Wirral Met College**  
Strategic Plan 2024 - 2027

 **0151 551 7777**  **wmc.ac.uk**