



## STRATEGIC DEVELOPMENT PLAN 2022 TO 2025

**Our Vision:**

*“Our vision is to be a leading independent provider of high-quality services and training opportunities.”*

**Our Mission**

*“Our mission is to support, educate and empower diverse individuals and communities in a safe environment.”*

**Our Values:**

Your **FIRST** choice for achieving success through quality learning:

*Fair: Equal and Fair Access for All*

*Inclusive: Inclusive Learning Community*

*Respect: Respect for all Diversities and Experiences*

*Success: Celebrating Success and Diversity*

*Teamwork: Learning and Working Together*

**Our Key Priorities:**

1. **High Quality Services:** Across all service provisions with a key focus on Employability and Digital Skills.
2. **Equity, Diversity and Inclusion:** Accessible to all and promoting the needs and visibility of all beneficiaries.
3. **Investment in the development of staff and volunteers:** Supporting, empowering, appreciating.
4. **Safeguarding and Wellbeing:** Ensuring and championing the safety of all.
5. **Organisational Sustainability and development:** Investing in MTC Learning now so that we can continue to provide high quality services for decades to come.

**Our History:**

MTC Learning was established in 1988 under the name Migrant Training Company. We were formed as a result of a “Cross London” initiative that combined the resources and strategic focus of multiple London Authorities to support Irish Immigrants living and working in London to develop IT and Employability skills. Over the decades the work of the organisation evolved alongside London and its various communities and inhabitants.

Over time our focus shifted to providing services and support all newcomers including migrants, refugees and asylum seekers. Our services now include:

- The provision of accredited and experiential courses such as ESOL, Skills for Life and Functional Skills Qualifications in English, Mathematics and Digital Skills;
- Employability training and support;
- Welfare and Rights information, advice and guidance;
- Family Programmes including community and statutory orientation;
- Wellbeing services including a wellbeing café and bereavement support;
- Translation services

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**PRIORITY 1: High Quality Services:** Priority 1 details how MTC Learning will define, develop, expand and sustain our unique services over the next 3 years. This will include the continuation of existing provision and the development of new programmes that strive to meet the changing and complex needs of our beneficiaries. We will develop our High-Quality Services in partnership with beneficiaries utilising a co-design and delivery approach. Over the course of the next 3 years we will place new emphasis on Digital and Employability Skills.

<b>Objective/ What we want to achieve</b>	<b>How we will achieve this</b>
A. Develop and deliver an inclusive suite of courses, programmes and activities that meet the needs and expectations of diverse learners from multiple backgrounds and experiences.	Conduct a review of all services with a lens of accessibility and equality. Conduct a needs audit of past, present and prospective beneficiaries and leverage learning to inform service development and delivery. Engage with local agencies who delivering services with multiple different identities to gain a better understanding of needs and leverage learning to inform the development and delivery of services.
B. Expand the provision of community development and integration services supporting beneficiaries to make the community their home.	Create a post of community officer who will support the engagement and development of community across all places where we are based. Develop a training programme for volunteers and advocates in the community. Deliver taster courses in the community Develop our working relationships with other organisations within the locality such as Waltham Forrest Women’s Network
C. Increase the capacity of the organisation and the subject offer available to learners	Conduct a skills analysis of the organisation and identify gaps. Conduct surveys with past, present and prospective beneficiaries to ascertain needs and interests and identify new courses. Provide training opportunities for existing staff and tutors in new approaches and subject areas. Recruit staff, tutors and volunteers who bring new skills to the organisations. Promote new courses and services across the community.
D. Maintain and increase the quality of our courses and curriculums	Continue to adhere to quality standards and assessment through internal and external verification. Support staff to regularly engage in reflective practice meetings with colleagues Provide staff with training opportunities enabling them to reflect on and improve their provision.

<p>E. Increase the delivery of services within the community setting outside of MTC Learning’s main offices</p>	<p>Adapt courses so that they can be delivered within a community setting. Deliver community access events and programmes through other agencies and partnership with other organisations and agencies in the locality. Increase our levels of collaboration with external agencies.</p>
<p>F. Update ICT platforms and equipment used in teaching and learning</p>	<p>Conduct a review of ICT platforms and teaching and learning equipment. Invest in new equipment. Seek capital funding to support investment.</p>
<p>G. Improve the branding and marketing of our courses</p>	<p>Invest in the use of Social media, marketing, branding. Proactive promotion of services using social media, reinforcing our relationship with other agencies and organisations.</p>
<p>H. Invest in our co-production functions ensuring our services are developed and delivered in accordance with beneficiary and community needs.</p>	<p>Conduct surveys and audits with past, present and prospective beneficiaries and leverage learning to inform development and delivery of services. Establish a beneficiary steering group that informs the delivery of services. Conduct regular review meetings with beneficiaries to gain feedback that informs service delivery. Evaluate all courses and activities.</p>

**PRIORITY 2: Equity, Diversity and Inclusion:** Priority 2 details how MTC Learning will ensure that our organisation, services and venues are accessible to all. We will champion the needs and visibility of all minority identities and MTC Learning beneficiaries ensuring voices, experiences and needs are heard and addressed by the organisation and our partners and funders.

Objective/ What we want to achieve	How we will achieve this
<p>A. Ensure our learning and community centres and services are accessible to all</p>	<p>Conduct an accessibility survey of our centres and make appropriate adjustments where necessary and possible.            Explore alternative premises for service delivery.            Ensure that there is access to alternative premises whenever there are accessibility needs that cannot be met at our existing centres.            Ensure that interpretation services are available where needed.            Ensure all materials are available in multiple accessible formats.</p>
<p>B. Broaden our levels of inclusion and marketing to include different identities that require our services.</p>	<p>Develop and deliver targeted marketing and communication plans.            Increase collaboration with other agencies.            Reach out to more communities both “indigenous” and newcomer and provide services.            Leverage the skills and connections that we have within our organisation to enable us to access others who live within our catchment area.            Expand and develop our cultural celebrations knowledge, calendar and learning provision.</p>
<p>C. Reinforce our network of agencies that we work and collaborate with so that we can provide services that help to address and meet needs of multiple different identities</p>	<p>Conduct community mapping activities to gain a better understanding of the organisations within our locality.            Actively outreach with agencies and attend networking and partnership events.</p>
<p>D. Ensure our strategy informs and is linked to statutory provision.</p>	<p>Establish regular meetings with statutory stakeholders and policy makers.            Review and disseminate existing and new statutory policies related to services and beneficiaries.            Share learning with local statutory and community providers.            Update strategies and policies accordingly.</p>

E. Actively address the impacts and instances of loneliness and isolation

Conduct surveys and deliver focus groups with past, present and prospective beneficiaries on the themes of loneliness and isolation.

Leverage learning to inform the development and delivery of services.

Grow our presence and place within the community.

Share learning and collaborate with local statutory and community providers.

**PRIORITY 3: Investment in the Development of Staff and Volunteers:** Priority 3 details how MTCL invests in all Staff and Volunteers so that they are supported, empowered, acknowledged and rewarded for their commitment and time.

Objective/ What we want to achieve	How we will achieve this
A. All staff to be offered opportunities for CPD	<p>Conduct needs and skills audit of all staff establishing gaps and seeking interests in CPD.</p> <p>Develop a new CPD policy and strategy for the organisation.</p> <p>Provide opportunities for in-house and external training for staff.</p> <p>Work collaboratively with local statutory and community providers to assess and access training opportunities.</p>
B. Create a volunteer development and training programme	<p>Conduct a skills and needs audit of the organisation and existing volunteers.</p> <p>Leverage learning to develop a volunteer training programme.</p> <p>Promote volunteering with the organisation.</p> <p>Work collaboratively with local statutory and community providers to promote opportunities and to develop the volunteering aspects of the organisation.</p>
C. Deliver a robust Staff appraisal and management programme	<p>Promote reflective practice across all staff teams.</p> <p>Conduct regular supervisions with all staff.</p> <p>Establish a staff focus group that supports the development of approaches.</p> <p>Conduct annual appraisals.</p> <p>Leverage learning to inform staff development and organisational practices</p>
D. Attract, recruit and retain high quality staff	<p>Conduct a needs assessment of the organisation to ensure that we have the right levels of staffing and necessary skills.</p> <p>Promote the visibility of the organisation.</p> <p>Promote all staff and associate recruitment opportunities across multiple platforms and through networking with local statutory and community providers.</p> <p>Ensure all HR policies and procedures are up to date and reflect an organisation that values and invests in its staff.</p>

<p>E. Create a positive working environment to encourage innovation and increase performance of all staff</p>	<p>Promote reflective practices across all teams.          Promote a work life balance.          Invest in staff development and team building.          Provide opportunities for professional and personal development.          SMT to maintain an open door policy where staff feel that they can share ideas, successes and concerns.</p>
<p>F. Recognise and reward staff and volunteers for outstanding work, performance or commitment to the MTCL community.</p>	<p>Promote reflective practices across all teams.          Promote a work life balance.          Invest in staff development and team building.          Provide opportunities for professional and personal development.          SMT to maintain an open door policy where staff feel that they can share ideas, successes and concerns.</p>



**PRIORITY 4: Safeguarding and Wellbeing:** Priority 5 details how MTC Learning will ensure and champion the safety and wellbeing of all staff, volunteers and beneficiaries.

Objective/ What we want to achieve	How we will achieve this
A. Promoting safeguarding	<p>Prioritise safeguarding and made sure that it was an intrinsic part of MTC learning’s culture</p> <p>Ensure that safeguarding policies provide appropriate guidance on all the relevant aspects of MTC learning’s Delivery and services.</p> <p>Ensure that the whole of MTC learning understand the scope of safeguarding</p> <p>Evaluate safeguarding arrangement accurately through self-assessment at all levels.</p>
B. Training to safeguard Learners	<p>Inclusion of safeguarding as a key element of staff training and development plans</p> <p>Ensure that specific safeguarding training is included as a feature of new staff induction</p> <p>Ensure that managers and other key workers receive considerable additional higher-level training relevant to their role, which will enable them to take a lead as a designated officer or to act as an adviser</p>
C. Safeguarding vulnerable groups	<p>Recognise the potential vulnerability of different groups of learners and take particular actions to safeguard them</p> <p>Liaise with local and regional neighbourhood intelligence to extensively undertake thorough assessments of the safety of different groups of learners.</p> <p>Take the appropriate approach to safeguarding potentially vulnerable learners, such as those with complex learning difficulties and/or disabilities</p>
D. Promoting safeguarding through teaching and learning	<p>Enable each person to take responsibility for their own and others’ safety</p>

	<p>Ensuring good behaviour and promoting a culture of respect and harmony between different groups</p> <p>Reinforce Safety well at induction and through subject lessons and making the most of opportunities to promote safeguarding</p> <p>Recognise the range of risks associated with using the internet as a priority area.</p>
E. Keeping the college environment safe	<p>Ensure that learners feel confident about being in a secure site and safe environment.</p> <p>Reinforce health and safety measures at all times and at different levels.</p> <p>Conduct regular risk assessment in the premises</p>
F. Safe recruitment of staff	<p>Ensure that a single central record of the security checks undertaken on all staff is kept updated at all times.</p> <p>Include considerable attention to safeguarding priorities in the recruitment procedures.</p> <p>Ensure that relevant staff receive specific safeguarding recruitment training.</p>

**PRIORITY 5: Organisational sustainability and development:** Investing in MTC Learning now so that we can continue to provide high quality services for decades to come.

Objective/ What we want to achieve	How we will achieve this
A. Raise the profile of MTCL throughout the local communities (including partners and stakeholders)	Use social media platforms to promote the work of the organisation. Network with local statutory, community and private agencies to promote the existence of the organisation and its services. Participate in local forums, networks and partnerships. Ensure services are meeting community needs.
B. Share the impact, results and evidence of the work of MTCL	Promote the work of the organisation through social media, events, participation in networks and partnerships. Create, collate and disseminate learning in the form of reports, case studies, surveys and digital story telling and share across multiple statutory, community and private stakeholders. Seek opportunities to participate in local events and strategies that promote the presence and services of the organisation. Hold regular meetings with statutory, community and private stakeholders to share the successes of our work and impact.
C. Ensure the maximising and sound investment of resources (funding, staff and use of staff)	Ensure all trustees, staff, volunteers and beneficiaries are aware of environmental and cost saving policies and procedures and are adhering to them accordingly. Promote reflective practices across all teams empowering staff to share learning and develop services. Review policies annually. Ensure that resourcing is discussed and addressed at staff, SMT and Board meetings. Work with Financial Manager and Accountants to regularly review income and expenditure to ensure prudent use of resources.
D. Create and maintain a good working environment and interpersonal relationships	See Priority 3.
E. Build and develop an effective management and delivery structure to ensure continued growth and services.	See priority 3. Conduct a needs assessment of the organisation addressing skills and resourcing gaps. Ensure an effective line management, supervision and appraisal structure. Ensure an open climate where staff feel that they can share ideas, successes and concerns.

	<p>Promote reflective practices across all teams where staff are able to discuss services and develop new approaches.</p>
<p>F. Ensure a diverse mix of funding and income generation to maintain and expand services.</p>	<p>Meet regularly with statutory, community and private stakeholders to promote the services and impact of the organisation.          Work with the SMT and board of trustees to identify opportunities for investment and growth.          Work with SMT and board of trustees to identify funding opportunities.          Work with external fundraising bodies to identify and access funding.</p>