

Coleg Gwent

STRATEGIC PLAN
2016-2019



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CHAIR'S WELCOME



As a Board we are proud and excited to be leading Coleg Gwent through a period of development that builds on our current successes and lays the foundation for us to become THE College of Choice for people and businesses throughout the region.

Our new Strategic Plan presents an exciting agenda for us to follow. We have ambitious plans to continue to improve the service we provide to our learners, while we also invest significantly in the resources and facilities we provide.

In partnership with our key stakeholders – our learners, employers and staff – we will work to deliver a highly effective and sustainable College to help build the prosperity of our region of Wales. We are confident that this plan will lead us to secure the best opportunities and outcomes for our learners and employers.

Angela Lloyd
Chair of Governors

VISION

THE College of Choice.

MISSION

Enhancing Life Chances.

Educational Excellence.

For All.



INTRODUCTION & CONTEXT

This plan presents our strategic priorities for the period 2016 to 2019. It outlines the key actions we will take to deliver these priorities, and how we will measure our success in delivering them.

Coleg Gwent is one of the largest and best performing colleges in Wales, providing a wide range of academic and vocational courses to over 18,000 students. We primarily serve the communities and businesses across the county boroughs of Blaenau Gwent, Caerphilly, Monmouthshire, Newport and Torfaen through five unique campuses and the Coleg Gwent Business training centre.

At Coleg Gwent we aspire to be excellent in all that we do, and will strive to achieve this by delivering against the priorities in this plan. 2016 to 2019 will be a period of growth for the College, following a consolidation to manage the impact of cuts to our funding. The College has fared well during the recent years of cuts to public sector funding through strong leadership and robust planning and management. We remain on a firm-footing that is enabling us to deliver further improvements to the quality of provision across the College and pursue new opportunities that will benefit our learners, both now and in the future.

This period also has the potential for exciting major developments to the College estate that will enable us to undertake a **transformational reconfiguration of Coleg Gwent to better meet the needs of our learners**. We are working in partnership with our Local Authorities and Welsh Government to deliver proposals for a new Post-16 Centre for Torfaen, new facilities at our Usk Campus, and, also in partnership with the University of South Wales, the Newport Knowledge Quarter.

Like many other organisations in our sector, we are faced with a number of challenges and drivers for change, which will influence us in different ways.

Coleg Gwent is one of the
largest and best performing
colleges in Wales

In particular we recognise:

- Welsh Government priorities for the Further Education sector, which reinforce our existing work on standards and performance, collaboration with other education providers, and supporting growth and employment.
- Priorities for skills, jobs and growth in the South East Wales region as identified by the Learning, Skills and Innovation Partnership (LSkIP) and the Cardiff Capital Region City Deal. Coleg Gwent was a partner in LSkIP, which has now become the Skills and Employment Board for the Cardiff Capital Region, and we are well placed to help inform and progress the priorities and actions that emerge from the City Deal.
- The reduced level of mainstream funding available to the College that means we need to continue to reduce our reliance on core funding, and increase income from commercial and other sources.
- The need to work in partnerships and collaboration with employers, stakeholders and other providers to take forward strategic projects and secure funding. In recent years we have begun working with a range of external partners, which has led to significant funding and investment across the College. We will continue to engage in partnership working, taking the lead where this is advantageous to us and our partners.
- The challenges and opportunities of working with the different education policies and needs of the five Local Authorities. We will need to ensure that we support and respond to the individual, and possibly changing, educational policies and strategies throughout the period of this plan, whilst promoting our conviction that the College can deliver high quality education and support to all learners.
- A programme approach to curriculum and qualifications based on a package of learning with a purpose and outcome for progression to employment or higher education.
- The challenges we need to address to support the wellbeing of future generations and embed the Welsh Language within the College.



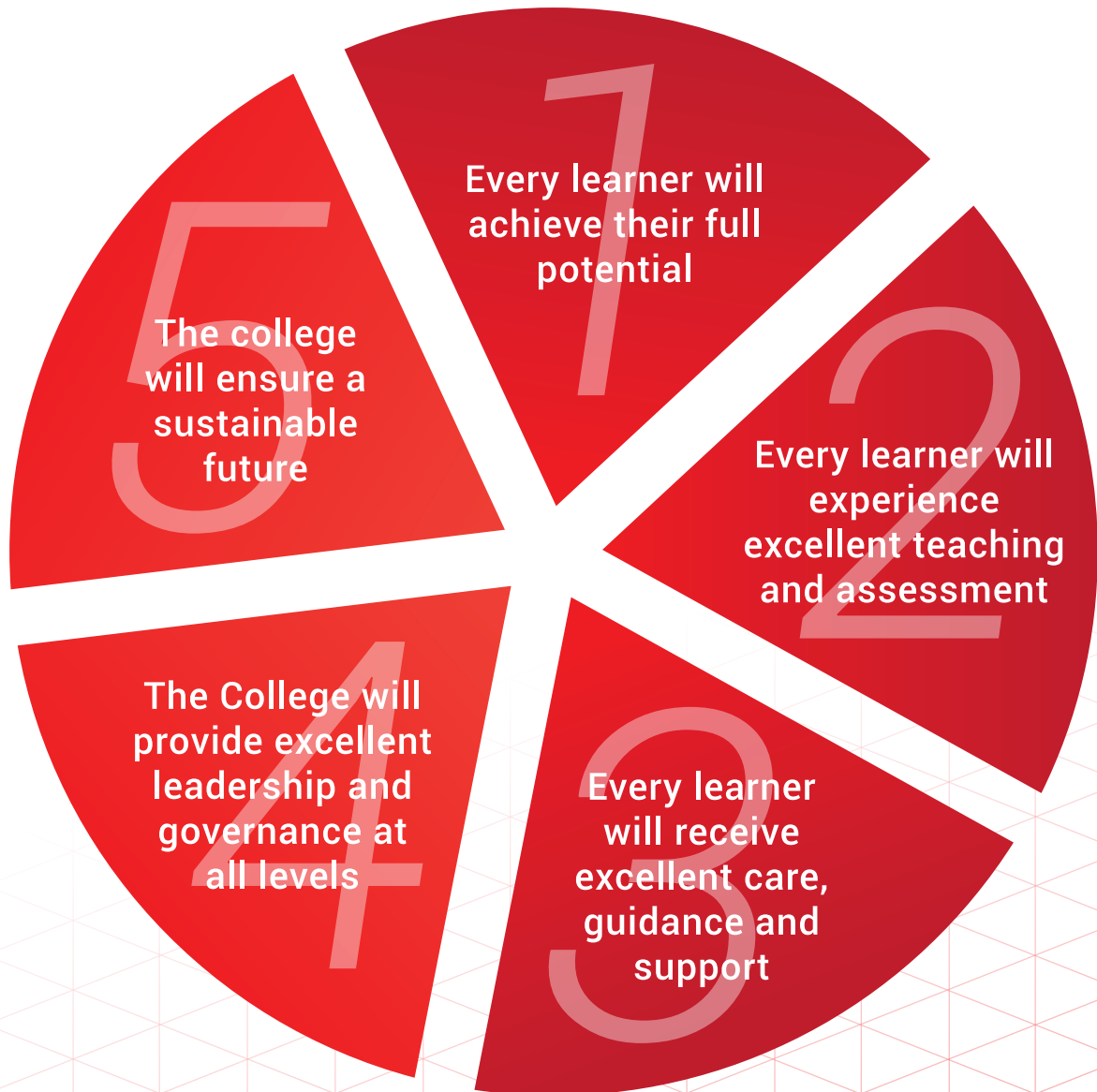
This plan provides the focus for the College on our strategic priorities and actions to deliver quality and excellence by 2019. **It is important that this plan is shared with and communicated to staff and learners,** and we will regularly monitor and report on the success of this plan through measures that are identified for each priority. The strategic plan will also be reviewed and, where necessary, revised to ensure it remains relevant and appropriate.

The success of this strategic plan will be achieved through effective leadership and management, together with the engagement of staff and learners, and **this plan will be the primary driver of our vision for Coleg Gwent to be THE College of Choice.**

Guy Lacey
Principal/Chief Executive



STRATEGIC PRIORITIES



PRIORITY 1

Every learner will achieve their full potential

Actions: We will...

- 1 Treat every learner as an individual, empowering and motivating them to take responsibility for their own learning and realise their potential.
 - 2 Provide education and training that puts skills for employment at the centre of the learning experience.
 - 3 Develop the Maths, English and Digital skills of all our learners to ensure that this is not a barrier to further learning or employment.
 - 4 Establish an environment in which all learners have an excellent learning experience.
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Measures of success by 2019

- Success rates in main qualifications will exceed 90%.
- The proportion of ILPs completed for all learners within the first term of their course will exceed 95%.
- All Level 2 and Level 3 full-time learners will complete a period of work related activity as part of their programme.
- At least 40% of learners sitting GCSE Maths or English will achieve a grade A*-C.
- Student overall satisfaction (Excellent or Good in the Course Review and Evaluation 5.2 Learner questionnaire) will exceed 90% in every School across the College.

PRIORITY 2

Every learner will experience excellent **teaching** and assessment

Actions: We will...

- 1 Routinely monitor the quality of teaching, assessment and tutorial practice to inform and refine our improvement plans.
 - 2 Deliver well-designed and organised assessment of learning which is tracked effectively and ensures learners attain their qualifications and progress appropriately.
 - 3 Increase the number of learning opportunities through the medium of Welsh under the 14-19 Learning Pathways.
 - 4 Provide access to effective and innovative staff development to ensure that teaching practice inspires, motivates and challenges all learners.
 - 5 Maximise the opportunities for access to, and the use of technology, in teaching and assessment.
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Measures of success by 2019

- Attainment in ALL qualifications will exceed 98% overall.
- Teaching and Learning (Key Question 2) will be judged at self-assessment to be Excellent in at least 12 of the 19 schools in the College and no schools judged Unsatisfactory.
- Student satisfaction with lessons will exceed 90% in CRE 5.2 questionnaire (Making lessons varied and interesting – Excellent and Good).
- All full-time and fractional teaching staff will achieve the Olympic Challenge at Bronze level, with at least 80% Silver and 50% Gold.
- 100% of all teaching staff will undertake a minimum of 30 hours of Continuous Professional Development (CPD).
- Infrastructure to support the use of technology will be in place and high levels of learner satisfaction will be recorded (at least 80% plus in Learner Course Review and Evaluation 5.2 questionnaire).
- 10% increase in the number of Welsh medium/bilingual courses.

PRIORITY 3

Every learner will receive excellent care, guidance and support

Actions: We will...

- 1 Provide impartial advice and guidance to ensure that recruitment is driven by learner need and enables successful achievement and progress into further learning or work.
 - 2 Provide high quality academic and pastoral care, support and guidance, to ensure learners make progress and are able to succeed.
 - 3 Ensure a culture of safety and respect that is embraced by all staff and learners, to ensure that everyone's wellbeing is promoted during their time at College.
 - 4 Respond to and support the learning requirements of our bilingual learners.
 - 5 Provide engaging and interesting enrichment opportunities that develop learner's employability skills as well as their personal and social skills.
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Measures of success by 2019

- The number of early leavers will be below 4%.
- Retention of full-time learners will be above 93%.
- Learner satisfaction with providing help and support when needed will exceed 91% (Excellent and Good in both Course Review and Evaluation 5.1 and 5.2 questionnaires).
- Learner enquiries will be recorded and responded to within 24 hours, with a conversion rate of 85% for full-time applications.
- 10% increase in the number of learners using Welsh in/out of the classroom.
- All full-time learners will participate in a minimum of 3 enrichment opportunities per year.

PRIORITY 4

The College will provide excellent **leadership and governance** at all levels

Actions: We will...

- 1 Demonstrate excellent standards of Governance and Leadership that is acknowledged through external review and scrutiny.
 - 2 Develop and embed a set of robust and inclusive core values and behaviours which will drive a supportive, coaching and achievement focused culture across the College.
 - 3 Implement a new Performance Excellence framework across the College to maximise individual and team contribution to the success of the College.
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Measures of success by 2019

- Good and excellent practice in Governance and leadership highlighted in the College's Self-Assessment programme or Internal Audits.
- Overall positive assurance received from the Internal Audit programme.
- Continuous improvement in the feedback received through the annual staff survey – with an overall target by 2019 of an average of 90% of staff responding with Strongly Agree or Agree.
- Resilient and skilled managers will ensure we deliver to every college KPI as set out in the Managers' Planning Handbook.
- Competent leaders will result in at least 15 schools graded good or better for Key Question 3 through self-assessment.

PRIORITY 5

The College will ensure a **sustainable future**

Actions: We will...

- 1 Develop effective and responsive processes across the College to support commercial activity with employers, maximising income generation and commercial growth.
 - 2 Deliver targeted cash surpluses to meet recognised investment needs.
 - 3 Effectively engage in external partnership opportunities which will provide tangible benefits for our learners and staff and enhance the reputation of the College.
 - 4 Focus on efficiency in the use of all college resources and value for money in all procurement and investment decisions.
 - 5 Develop and approve revised strategies for the development of the College estate and the use of technology across the estate.
 - 6 Promote continuous improvement so that we continue to reduce the environmental and sustainable impact of our activities.
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Measures of success by 2019

- An operating surplus of 3.3% of income.
- Staff costs of no more than 66% of income.
- Mainstream income of no more than 80% of total income.
- Annual WG financial health rating assessed as Good or better.
- Will have at least five established employer sector groups meeting regularly.
- Achieve and maintain a 100% recycle rate/waste to energy.