



**Coleg
Gwent**



STRATEGIC PLAN

2026-2030

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WELCOME

We are proud to present Coleg Gwent's Strategic Plan for 2026-2030: an ambitious and forward-thinking framework that sets out our vision for changing lives through learning.

This plan demonstrates our commitment to providing every learner with an outstanding experience. We want to support them in achieving their qualifications and progressing on to employment, further study, an apprenticeship or personal development.

We recognise the challenges facing our region and celebrate the diversity of the communities we serve. Through this plan we aim to be a driving force for positive change – supporting learners from all backgrounds to succeed and contribute meaningfully to the social and economic development of the region.

The next few years will be filled with both challenge and opportunity and we have embedded sustainability, equity, and long-term thinking into our planning. We have aligned our strategic direction with the Welsh Government's Vision for Further Education, Medr's strategic plan and the principles of the Well-being of Future Generations (Wales) Act. We remain committed to supporting the broader strategic direction of our sector, which calls for learner-centred, collaborative, and future-ready provision.

We are committed to collaborative working with our staff and social partners and we are proud of our strong partnerships with employers, schools, universities, local authorities, and community organisations. These relationships put us at the heart of our communities and enable us to deliver education that is relevant, impactful, and future-focused.

Coleg Gwent is proud to be shaping the future of education in South East Wales and we recognise that we cannot achieve our ambitions alone. We need the insight, energy, and support of our staff, learners, and wider communities, and this Strategic Plan has been created with that in mind.

We look forward to its implementation.



Sue Ball
Chair of Corporation



Nicola Gamlin
Principal/CEO

ABOUT COLEG GWENT

Coleg Gwent is one of Wales's leading further education colleges, serving the diverse communities of South East Wales. We offer a wide-ranging inclusive curriculum designed to unlock potential and inspire ambition. The college operates across five vibrant campuses:



**Usk
Campus**



**City of Newport
Campus**



**Crosskeys
Campus**



**Blaenau Gwent
Learning Zone**



**Torfaen Learning
Zone**

We also have our High Value Engineering (HiVE) centre in Ebbw Vale – an extension of our Blaenau Gwent Learning Zone.

Each campus offers a welcoming, inclusive environment with modern facilities designed to support a wide range of learning needs. From state-of-the-art science labs and digital suites to creative studios and salons, our campuses are equipped to deliver an excellent learner experience.

Coleg Gwent provides a broad and flexible curriculum that includes:

- A Levels
- Vocational qualifications
- Apprenticeships
- Higher education courses
- Adult and community learning
- Employer-focused training

This diverse provision ensures that all learners can access the right pathway to achieve their ambitions, whether preparing for university, entering the workforce, retraining, or upskilling.

We are committed to equipping learners with a broad skillset to support their progression. We work closely with Coleg Cymraeg Cenedlaethol to develop Welsh language and culture through our curriculum and contribute to the delivery of the Welsh Government's Cymraeg 2050 strategy. Our focus on employability skills, literacy, numeracy, and digital competence, ensures learners are equipped to access high-quality career opportunities and contribute confidently and positively to a thriving Welsh economy.



**COLEG CYMRAEG
CENEDLAETHOL**

OUR APPROACH

The importance of our people

We know that delivering an excellent learning experience relies on the expertise, dedication, and commitment of our staff. Every member of staff plays a vital role in supporting our purpose and realising our vision. Acknowledging the meaningful contribution our staff make to enhancing the learner experience is central to our ongoing growth and improvement.

In support of this, we are committed to investing in professional development, celebrating achievements, and prioritising staff wellbeing, ensuring that our teams are equipped and empowered to provide the highest quality experience for our learners. We have high expectations and believe in working together to be outstanding role models. To underpin this, we are committed to working collaboratively with our unions through social partnership.

A learner-centred vision

At the heart of our strategy is a focus on the learner. We are committed to delivering high-quality teaching and learning, personalised support, and inclusive learning environments enabling every individual to thrive. We will continue to invest in the development of core skills including literacy, Welsh language, numeracy, digital competence, and employability, recognising that these are essential for building confidence and supporting progression.

We are also proud to promote the Welsh language and culture across our curriculum and priorities. In line with Cymraeg 2050, we will continue to expand opportunities for learners to develop Welsh language skills and engage with Welsh heritage, ensuring that bilingualism is seen as a strength and an asset.

Inclusion and partnership

At Coleg Gwent, we are committed to fostering an inclusive environment where every learner is supported to achieve their goals and every member of staff feels respected and valued. We celebrate the richness that diversity brings to our college community and actively promote equity, inclusion, and a strong sense of belonging in every aspect of college life. Through our partnerships, we deliver comprehensive support services that respond effectively to the wide-ranging needs of our learners.

Investing in our future

Our financial strength enables us to invest in excellent facilities and resources and we're planning a series of ambitious estates projects over the next five years. These developments will transform our learning environments, supporting innovative teaching and enhancing accessibility, reflecting our commitment to sustainability and inclusion.

We recognise that we are operating in a financially challenging environment. Funding pressures require us to be agile, efficient, and creative. This plan reflects how we will maximise engagement, strengthen partnerships, and ensure that every investment delivers value for all.



OUR VISION

To change lives through learning.

OUR PURPOSE

To work together to deliver high-quality learning experiences that are vibrant, ambitious and inclusive so learners succeed and achieve their full potential.

OUR VALUES AND BEHAVIOURS

- Always learner first
- Respect for all
- Solutions driven
- Act with integrity

We are committed to creating an environment where exemplary behaviour fostered by positive relationships sits at the heart of productive learning. Positive behaviour needs to be taught, modelled, expected, and praised.

To support this, we have three simple behaviour expectations for staff and learners which link to our college values:

Be Ready. Be Respectful. Be Safe.



OUR STRATEGIC AMBITIONS

Our learners

To deliver inspirational, high-quality and innovative learning.

Our people

To be an ambitious and supportive place to work that is recognised for our inclusive and aspirational ethos.

Our finance & resources

To be financially and environmentally sustainable, equipped for the delivery of the best high-quality education.

Our stakeholders

To work with and for our communities.

OUR STRATEGIC PRIORITIES

Delivering our ambitions

At the heart of our Strategic Plan lie two golden threads that inspire and inform everything we do: a passionate commitment to Welsh language and culture, and an unwavering dedication to diversity and inclusion. These guiding principles underpin the following strategic priorities:

1. We will build a team who feel excited about where the college is heading, know they're truly valued, and have plenty of chances to grow through outstanding training and development; they will shine in their roles, love what they do, and help create a happy, high-performing workplace.
2. We will empower our people to achieve a baseline level of digital skills, unlocking smarter ways of working and driving innovation that transforms the learner experience.
3. We will put learner support and progress at the centre of all we do, making sure everyone feels welcome, safe, and able to succeed. We will help Entry, Level 1 and 2 learners build skills, stay, and progress, while stretching and challenging Level 3 learners to achieve their full potential.
4. We will continue to increase participation in Higher Education, strengthening our existing offer while expanding in key priority areas of Engineering, Healthcare, and the Creative Arts. By widening access and raising aspirations, we will help more people realise their potential.
5. We will deliver high-quality Apprenticeships that will help learners thrive and employers grow. We will build on our strengths in Construction, Engineering, and Catering, while opening new doors in Veterinary Nursing and Accounting.
6. We will realise our ambition for the community of Newport by delivering the Newport Knowledge Quarter alongside the extensive redevelopment of our Crosskeys Campus, to create vibrant learning environments where everyone feels safe, respected and supported, and every learner is empowered to thrive.
7. We will increase income and reduce cost so that we can reinvest into what matters most - our learners, our people, and the resources that help them succeed.
8. We will proudly engage in partnerships with stakeholders that truly share our commitment to improving outcomes for learners and delivering real benefits for Gwent.



EVALUATING OUR IMPACT

We will monitor our progress using the following Key Performance Indicators by 2030:

$\geq 80\%$

At least 8 out of 10 of our staff tell us they feel involved and valued, up from 6.6 at the last survey.

$\geq 98\%$

At least 98% of our learners will report feeling safe in college.

$\geq 92\%$

Learner attendance will exceed 92%, an increase of 6%.

$\geq 95\%$

Learner satisfaction will exceed 95% in learner satisfaction surveys, an increase of 5%.

$\geq 93\%$

Learner retention will exceed 93%, increasing from the current 87%.

$\geq 94\%$

Learner attainment of qualifications will increase by at least 1% to 94%.

$\geq 6\%$

Our cash surplus for reinvestment will be at least 6% up from 3%.





**Coleg
Gwent**