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STRATEGIC PLAN

2022 - 2026

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Colleagues

In light of key changes in Welsh Government Policy, the realisation of Brexit and the advent of the Coronavirus pandemic, the College has made several iterations to its existing Strategic Plan. We are delighted to be able to share these changes with you as we focus on the Welsh Government's agenda of renew and reform in the coming months and years.

Our purpose will remain the same; to inspire our learners and to ensure that all learners meet their full potential, whilst achieving excellence together. The pandemic has accelerated technological change in education and together we have embraced these challenges, but there is still more to do. The successful introduction of a College Digital Strategy has provided added focus on this area of development and we will continue to consider digitalisation, both in the classroom and for the efficiency and effectiveness of our business.

Our strategic priorities have a relentless focus on teaching, learning, the learner experience, sustainable business resilience and partnership working. The latter will be so important as we consider our partnership work within the community, supporting employers and individuals to improve their employment and employability skills and increase their resilience in an ever-changing world.



Mrs Maria Stedman
Chair of the Board of Directors
Coleg Sir Gâr and Coleg Ceredigion

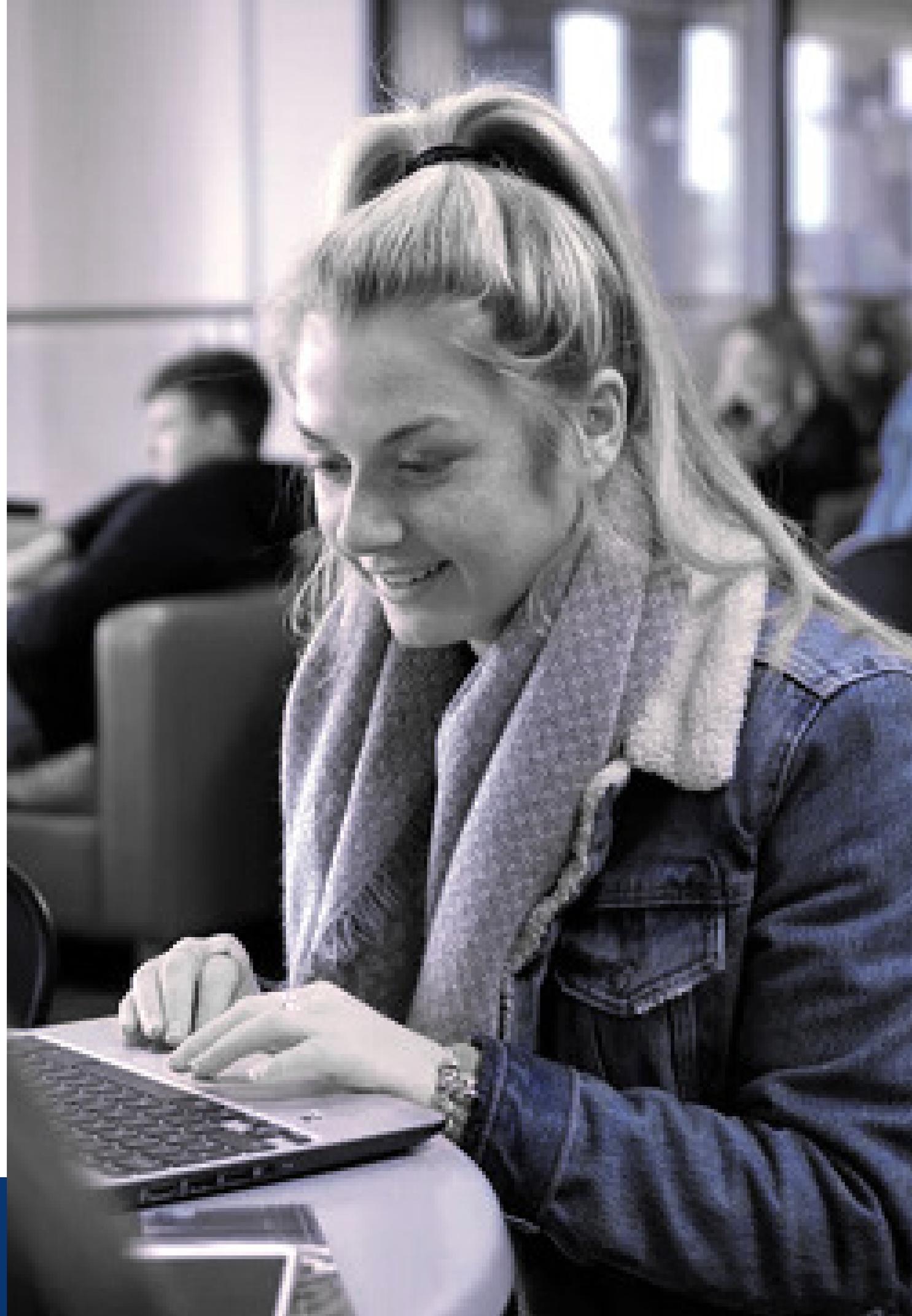
The realisation of the Commission for Tertiary Education and Research Bill (CTER) will bring both opportunity and challenges as we consider an integrated working relationship with the University, as part of a successful dual sector approach to education. Working together, the UWTSD Group is in a strong position to combat the strategic, financial and operational challenges that undoubtedly lie ahead, whilst becoming an important lever to unlock both human and economic capital in South West Wales and Mid-Wales regions.

Our final thoughts concern Brexit, its effect on employers and the loss of European funds to support our work. Supporting business will be paramount in the coming months, as will the care and support we provide our learners and staff. For all of us it will be important that we work together to ensure we create a culture of care, innovation and positivity, that is underpinned by values of respect, unity and professionalism.

This is a fantastic College, we should all be proud of our achievements in the most recent difficult times, but we now must look forward to the future and the joy and excitement it will bring.



Dr Andrew Cornish
CEO / Principal
Coleg Sir Gâr and Coleg Ceredigion



inspiring
learners

fulfilling
potential

achieving
excellence

 **coleg**sirgâr



VISION

We will:

- put the needs of the learner first;
- be safe, inclusive and caring;
- live by our values and behaviours;
- provide the best learner experience, enhanced by digital technology;
- facilitate personal development and progression for learners;
- encourage curiosity and creativity in teaching and learning;
- develop a flexible, employer informed, curriculum;
- champion the Welsh language and culture;
- implement an ambitious workforce development programme;
- develop partnerships that impact positively on learners and business performance;
- improve our financial resilience and efficiency;
- support regeneration and prosperity in our communities; and
- create a sustainable environment for learners to be successful



STRATEGIC PRIORITIES



Outstanding teaching and learning



Inspirational learner experience



Sustainable organisational resilience



Committed partnership working



VALUES AND BEHAVIOURS

RESPECT

We will be:

- accepting of difference and provide opportunity for everyone to thrive;
- empathetic to each others' needs;
- courteous and kind to each other;
- supportive and care for each other;
- ready and willing to engage positively.

UNITY

We will be:

- one team with a set of common goals and unified direction;
- mindful of our behaviour and language, and its impact on others;
- bilingual in our communication and engagement;
- integrated with our community and partners;
- transparent in all aspects of our work.

PROFESSIONALISM

We will be:

- honest and act with integrity;
- driven to provide outstanding education and customer service;
- open to receiving different views that inform our decision making;
- a learning organisation with a curious nature;
- sustainable in our planning and delivery.



OUTSTANDING TEACHING AND LEARNING

We will:

- be renowned for exceptional standards, research and innovation in teaching and learning.
- nurture and challenge all learners to achieve their full potential
- have outstanding teaching practitioners with excellent and up to date subject knowledge and experience
- improve learners' literacy, numeracy and digital competency to enable them to become independent learners.
- advance the Welsh language skills of learners and staff to be able to communicate effectively in a bilingual society.
- progress the entrepreneur and employability skills of learners to succeed and prosper in a global economy
- deliver an inclusive, relevant and inspiring curriculum that enables progression and employment
- consistently provide high quality facilities and learning resources, including industry specific technology
- nurture responsible learners that contribute positively to their communities

INSPIRATIONAL LEARNER EXPERIENCE

We will:

- ensure the safety, wellbeing and care of all learners
- value, listen and respond to our learners
- promote inclusivity, equality, diversity, tolerance and respect
- deliver a learner focussed, digitalised admission and enrolment process
- provide an inspiring and purposeful induction and tutorial programme
- offer enrichment activities that support health, wellbeing, sporting, linguistic and cultural development
- embed the Welsh Language and cultural experiences throughout the learner journey
- ensure all learners have access to informative and impartial careers advice and employability guidance
- encourage learner progression to higher levels of learning, employment or self-employment
- celebrate and promote learner and alumni progression and success





SUSTAINABLE ORGANISATIONAL RESILIENCE

We will:

- create a bilingual culture of inclusivity, innovation and positivity in all our work
- provide clarity and focus in communicating our strategic direction
- maximise business performance and achieve financial resilience
- implement a refined recruitment and marketing strategy
- secure diversity of income and sustainable development
- establish the College as a learning and listening environment
- produce a dynamic workforce development programme for staff at all levels
- develop a financially and environmentally sustainable estate
- create a technology enabled College for teaching, learning and business needs
- provide efficient, effective and secure information systems
- develop strategies that combat the effects of a post-COVID and post Brexit Wales

COMMITTED PARTNERSHIP WORKING

We will:

- work with the University to establish UWTSD Group working practices and structures that compliment and enhance the work of the Commission of Tertiary and Educational Research (CTER);
- work across the UWTSD Group to establish integrated, bilingual, curriculum and research pathways, including the development of a Technical University for Wales;
- collaborate with Schools, Colleges, Universities and employers to facilitate learner achievement, transition and progression;
- establish the College as a preferred partner for employers, with a reputation for excellence in training and future skills development;
- be a valued partner with the highest quality to profile in the B-wbl, work-based learning consortium;
- be a key partner in the Swansea Bay City Deal and Growing Mid-Wales initiatives, contributing effectively to the Regional Skills Partnerships (RSPs) in both regions;
- establish strategic partnerships to develop the Welsh Language curriculum and experience for learners;
- work closely with National and Local Government in aligning the College to national and regional priorities;
- develop a plan for international partnership engagement





MEASURES OF EXCELLENCE

- learner results compared to national benchmarks
- learner progression into further learning or work
- alumni successes
- success in regional, national and international skills competitions
- learner feedback results
- participation in Welsh medium/bilingual provision
- consistency of performance across curriculum areas
- regional and national awards and accolades
- staff feedback results
- recruitment to targets
- diversification in income
- financial resilience and cash generation
- resource investment