Coleg y Cymoedd

'22-'23
Strategic
aims and
objectives

'Our mission is your future success'

Our Mission Statement

Foreword

Our vision is simple, but uncompromising. We aim to be recognised as an excellent college by learners, staff, business, and communities. Our values are equally straightforward, and we live by them. We focus on learners, we strive for high performance, we value and invest in all people, we seek continuous improvement, we are aspirational, we listen and collaborate, and we develop strong and effective partnerships. We are a values-based employer and maintaining a very positive, creative culture where our colleagues can grow and develop is important.

We operate four community-focused, vibrant campuses that have seen considerable investment (well over £50 million) in recent years, and this has formed a modern base to support the delivery of high-quality education and skills at every level, and through the broadest range of courses to meet local demand.

We are committed to ensuring that all learners have an effective mix of knowledge, skills and attributes so that they are more likely to gain employment and be successful in their chosen occupation and career path which benefits themselves, the workforce, the community and the economy. We deliver excellence to our learners and employers who we place at the heart of what we do.

As Principal and Chief Executive, I firmly believe that we are an amazing college that has a unique place in the heart of our communities, who rely heavily on the work we do to educate, train, and upskill over 10,000 post-16 learners annually. We recognise that many of our learners start their individual journey from different academic and skills starting points, and our role is to bring them together to make them employment-ready, or to advance their learning journey. Because of this significant contribution to our local skills economy we are at the centre of a close partnership with like-minded large-scale organisations that depend on the college to contribute to effective systems-based leadership.

Jonathan Morgan, Principal and CEO

Coleg y Cymoedd

Our Vision

To be recognised as an excellent college by learners, staff, business and communities. We encourage our learners, staff and external stakeholders to dream big and we are proud to say that studying at Coleg y Cymoedd helps to inspire our learners and transform their lives.

Our Values

> We focus on learners.
> We strive for high performance.
> We value and invest in all people.
> We seek continuous improvement.
> We are aspirational, we listen and collaborate.
> We develop strong and effective partnerships.

Aim 1

To provide learners with the most effective information, advice and guidance, which leads to successful recruitment and then progression to employment or higher education.

Objective 2022/2023	Why	How Measured	When
1.1 Evaluate and improve the recruitment, transition, admissions and enrolment processes to ensure the college communicates effectively with prospective learners and enrols its target number of learners. AP Sustainable Futures	To ensure high quality experience for all applicants To secure college funding	Number of applications Number of offers Number of enrolments	Sept - Nov 2022 Monthly review from Jan 2023 onwards
1.2. Evaluate and improve processes to ensure effective information, advice and guidance is given to new and progressing learners. AP Sustainable Futures	To ensure that learners can make an informed and confident choice	ILP completions Learner survey results Learner focus groups	Monthly review from February 2023
1.3 Evaluate the skills level of all eligible learners within 6 weeks of enrolment. AP Sustainable Futures	Right learner, right level, right course	Entry criteria Initial assessment results	Skills to be evaluated October ½ term Target date: November 2022

Aim 2

To provide learners with a curriculum that is relevant and responsive to their needs and which develops their future aspirations.

Objective 2022/2023	Why	How Measured	When
2.1 Review and plan the curriculum for DfES funded and Higher Education courses VP Academic	To ensure that the plan meets: - Welsh Government Priorities - Cymraeg 2050 - Regional skills plan - LMI data - Local intelligence - Available funding	Review plan against enrolment	Provisional plan December 2022 Final plan April 2023
2.2 Ensure literacy, numeracy, integral & digital skills and Welsh language culture are embedded in the curriculum and are a key focus for INSET, CPD and quality weeks. AP Teaching & Learning	To meet Welsh Government Priorities To ensure that learners develop effective skills alongside and within their main qualifications	INSET & CPD plans Quality Week reports Peer learning and projects (HoS Skills)	April 2023
2.3 Plan opportunities for all full-time learners to complete enterprise, entrepreneurship activities, Welsh language culture and work-related activities, developing their employability skills ensuring that these opportunities are being planned and recorded. AP Sustainable Futures	To meet Welsh Government Priorities To develop confidence and skills for employment for all learners	Impact of employment bureau Work experience opportunities Participation in competitions Participation in Tafflab and mentoring schemes Welsh language action plan CREs & Quality Boards	February 2023 (mid review) May 2023

Aim 3

To deliver excellent teaching, learning and support which challenges all learners to achieve their maximum potential.

Objective 2022/2023	Why	How Measured	When
3.1 Implement a range of action research projects in relation to teaching, learning and support. Developing innovation, collaboration and sharing good practice amongst staff teams. AP Teaching & Learning	To ensure that reflective practice becomes a core standard for teachers To increase staff confidence and competence	Learning observations Project evaluations Teaching and learning conference Inset days	December 2022 Ongoing overview of projects May 2023
3.2 Implement a coherent support programme of universal learning provision for all learners to reach their maximum potential. AP Learner Experience	To provide effective support arrangements for learners	Learner walks Learner survey results Attendance to ULP support sessions	June 2023
3.3 Implement the requirements of the Additional Learning Needs (ALN) Code for Wales 2021 to ensure that all learners with an ALN are supported to reach their maximum potential. AP Learner Experience	To comply with statutory requirements of ALNET	IDP audits Implementation plan ALN readiness audit	June 2023
3.4 Evaluate and improve the wellbeing support services offered to all learners. To include ACEs, safeguarding, digital wellbeing, behaviour and relationships. AP Learner Experience	To provide effective support arrangements for learners	Learner feedback Wellbeing strategy action plan	June 2023
3.5 Assess and improve approaches to blended learning and ensure it is integrated into teaching, learning and support. AP Teaching & Learning	To develop staff confidence and skills To ensure high quality experience for all learners	Staff feedback Learning observations Learner feedback	Quality weeks Oct 2022 Jan 2023 April 2023 Learner survey results Oct 2022 March 2023

Aim 4

To inspire a culture which encourages continuous quality improvement

Objective 2022/2023	Why	How Measured	When
4.1 Monitor and review the progress made by each school against their QIAP. AP Quality Improvement	To ensure quality improvement is rigorous and robust To ensure the performance against targets are being measured. To ensure quality improvement plans are being updated, to reflect in-year performance, with additional actions included as appropriate.	Termly review of school QIAPs.	December 2022 April 2023 July 2023
4.2 Ensure the areas of focus during quality weeks are pertinent to each school and functional area. AP Quality Improvement	To ensure each school and functional area takes an active role in their self-assessment. The in-year self-assessment will be responsive to prevailing conditions and evidence based. To ensure support and intervention strategies target the areas of most need.	From the findings of: Learning observations Learner walks Learner focus groups Staff focus groups Data and process monitoring Best practice observations	During quality weeks: October 2022 January 2023 March 2023
4.3 Ensure learner outcomes are consistent and perform strongly when measured against comparable data from across the sector. AP Quality Improvement	To demonstrate continued high performance	Final attainment and successful completion rates per course, group, school, level.	Dashboards – continually Quality Boards – 5 per year Final outcomes (indicative) September 2022, (final) December 2022
4.4 Cultivate a culture of reflective practice and high performance across all areas of the college. AP Quality Improvement	To ensure staff at all levels routinely reflect on their performance as a means of identifying areas of improvements with a view to developing high performing teams.	From the finding of: Self-assessment reports QIAPS Quality weeks Quality boards PDRs CPD activities	Continually, through the range of monitoring methods identified

Aim 5

To be a leading sustainable college promoting a better environment for future generations

Objective 2022/2023	Why	How Measured	When
5.1 Gather views on sustainability to establish net zero targets VP/COO	To understand the views of staff and learners on sustainability and their appetite for change	Termly Progress Reports Annual report from the Sustainability Committee	Nov 2022 Feb 2023 May 2023
5.2 Develop and deliver carbon literacy training to staff and learners AP Sustainable Futures	To ensure staff and learners understand the basics of climate change To increase carbon literacy	Termly Progress Reports Annual report from the Sustainability Committee	Nov 2022 Feb 2023 May 2023
5.3 Plan an estates strategy in line with net zero targets including targets for energy, waste and travel reduction VP/COO	To ensure the efficient use of college resources and identify opportunities to reduce consumption.	Termly Progress Reports Annual report from the Sustainability Committee	Nov 2022 Feb 2023 May 2023
5.4 Work with partners to establish a sustainable supply chain. Examples to include sustainable food options, a fossil fuel divestment plan and a local biodiversity plan. VP/COO	To understand and improve sustainability	Termly Progress Reports Annual report from the Sustainability Committee	Nov 2022 Feb 2023 May 2023
5.5 Measure the college carbon footprint using existing data. Develop a plan to measure Scope 3 emissions. VP/COO	To ensure decisions are based on data. To measure impact	Termly Progress Reports Annual report from the Sustainability Committee	Nov 2022 Feb 2023 May 2023

Aim 6

To develop a governance and leadership approach, which provides an ethos of ongoing challenge, and guidance, which develops trust, transparency and respect.

Objective 2022/2023	Why	How Measured	When
6.1 Provide clarity about the future direction of the college, through a consultation process with learners, staff, governors and key stakeholders about the 2022/23 objectives. Publish the strategic objectives, monitor progress and provide regular updates. Produce an Annual Stakeholder Report for 2022. Principal	To ensure that the college stays on track to achieve the strategic aims To keep everyone informed of progress and challenges	Evidence of publication Progress reports to be evaluated by Strategic Leadership Team, College Management Team and Corporation Board committees and circulated to all staff via Staff Life and learners via Student Life	Publish aims and objectives for year 4 of the plan - August 2022 Monitor and record progress every half term and report to SLT, CMT, Corporation Board, Staff Life and Student Life, Produce the Annual Stakeholder Report – draft to be signed off by the Corporation Board in December 2022 and published in January 2023
6.2 Ensure that the range and mix of governors enhance, assist and support the development of the college Principal, Chair and Governance Officer	To encourage challenge, advice and the sharing of expertise To promote greater involvement of governors in the strategic direction of the college	Skills surveys of governors Measuring and acknowledging participation	When vacancies arise or skills gaps are identified
6.3 Encourage participation in decision making through consultation with learners, staff and other stakeholders Principal	To be recognised as an organisation that listens and acts on the views of others To jointly develop effective ways of working with staff to ensure that developments take account of their views and experiences To seek staff and learner views on the provision within the curriculum and business support areas to ascertain how it might change and develop To develop annual objectives for 2022/23 with the learners, staff and governors.	Outcomes of surveys, focus groups and other consultation events to be captured. Appropriate action plans to be developed and delivered, with regular progress measured and reported. The outcomes from the social partnership working with the JTUs	Throughout the academic year

Aim 6 (cont.)

To develop a governance and leadership approach, which provides an ethos of ongoing challenge, and guidance, which develops trust, transparency and respect.

Objective 2022/2023	Why	How Measured	When
6.4 Develop the capabilities of teaching and business support staff to positively impact the future direction of the college. AP Teaching & Learning	To support effective staff development and be recognised as an organisation that invests in staff To develop service excellence across all business support areas of the college To develop excellent outcomes across all curriculum areas To ensure that the changing needs of learners and / or the curriculum are identified and met To ensure all staff within the college are able to work in a flexible and agile way	Impact to be measured against quality improvement action plans in each area.	Initial CPD plans to be published in term one of the 2022/23 academic year. Review CPD plans and if appropriate amend at the beginning of terms two and three. Ensure CPD plans support and develop the ability for all staff to work on and off campus
6.5 Ensure that performance development reviews (PDRs) focus on developing individuals to ensure high performance and provide support identified in the review. AP Teaching & Learning	To ensure that all participate in an effective performance development review (PDR) To provide staff with opportunities to grow and develop in their work – focussing on excellence To provide staff with clarity about expectations regarding high performance To bring those areas that need to improve the most into sharper focus To recognise those areas where staff performance is excellent To ensure that CPD is stretching and varied according to performance	People and Culture to monitor compliance and ensure that CPD is targeted Cross cutting themes will be identified matching the output of 6.4 with individual plans Service outcomes will be scrutinised to evaluate the impact of these activities	PDRs to be completed within the agreed 3-month window (dates will vary across the college)

Aim 7

To be recognised as an excellent college for collaboration and partnership working. Meeting local, regional, national and international needs and priorities.

Objective 2022/2023	Why	How Measured	When
7.1 Maintain excellent partnerships with business relationships providing an all-college approach to seeking views of employers and meeting their needs. AP Business Services	To measure the external perception of the college To monitor the college performance To listen and respond to employers' needs To support decision making and strategic direction	Employer surveys Employer network events Ongoing feedback Curriculum Boards	Biannual
7.2 Ensure that BIS maximise commercial opportunities. Achieving allocated contracts and identifying new opportunities. AP Business Services	To meet the skills needs of employers To understand and respond to regional priorities To maximise contract allocation and college budget Develop a varied and diverse curriculum offer To challenge BIS in strategic direction and performance	Monthly BIS management meeting Contract review meetings Monthly budget meetings OMT	Termly
7.3 Ensure all new learners are offered 100% born digital provision across WBL, including sub-contracted programmes. AP Business Services	To continue developing our digital offer To meet WG born digital objectives To be recognised for our digital offer To meet the digital expectations of learners and employers To be prepared for future risks Increased blended learning provision	New partnerships and programme development PAGS audits Quality weeks	Biannual reports

Aim 7 (cont.)

To be recognised as an excellent college for collaboration and partnership working. Meeting local, regional, national and international needs and priorities.

Objective 2022/2023	Why	How Measured	When
7.4 Evaluate the opportunities for funded and international work maximising new WG and UK Government funding streams AP Business Services	To capture new income opportunities To maximise all funding streams for international work To provide excellent training in specialist areas To enhance learner experiences	Monthly budget meeting with Finance Reports to CMT, SLT & Resource	Termly
7.5 Lead and participate in local, regional and national initiatives / groups to ensure the college gathers appropriate LMI to inform curriculum design and is seen as a key influencer; to include representation at: CBI, Treforest Growth, CBC, FSB, RSP, Curriculum Boards, Strategic WBL group, Coleg Cymraeg Cenedlaethol and local network groups. AP Business Services	To understand and respond to regional priorities To understand and influence political direction To be aware of inward investments, growth and contraction within the region To gather information about the funding landscape	Attendance at network meetings Developing new contacts and partnerships	Biannual Report

Aim 8

To deploy all of the resources of the college, in a considered, responsible and sustainable manner in support of the mission, vision and core values.

Objective 2022/2023	Why	How Measured	When
8.1 Ensure that a continual and consistent commitment to cost management is evidenced, to ensure value for money and to safeguard the financial health of the college. VP/COO	To ensure financial probity To effectively manage cash flow To ensure future capital commitments are delivered	Papers evidencing planned surplus for: Operational Management Team College Management Team Corporation Board	To be monitored termly alongside monthly, quarterly and annual financial statements.
8.2 Continue to grow and develop income streams (not core funded) across BIS. To include £4.4m WBL contract, £900k PLA programme and re-establish commercial income to £850k with the aim to exceed targets. AP Business Services	To reduce the risk of over reliance on FE recurrent funding To respond to the needs of business To ensure that the surplus target is met To meet local, regional and national priorities	Papers evidencing in key activities and income for: Operational Management Team Strategic Leadership Team College Management Team Corporation Board	To be monitored termly alongside monthly, quarterly and annual financial statements
8.3 Ensure that all investments in capital, equipment, and staffing are planned, monitored and evaluated using appropriate data and responsibly support the strategic plan. The details of this commitment should be articulated to college management, governors and external bodies. VP/COO	To ensure that investments are made which are learner focussed and consistent with the strategic plan To ensure that the business planning process is robust and leads to effective investment in staff, resources and equipment To ensure financial probity	Business planning process delivery of strategic aims and within budgetary limits. Learner survey responses Audit reports receiving assurance ratings	To be monitored termly alongside monthly, quarterly and annual financial statements alongside the business planning processes.
8.4 Ensure that the audit needs of the college are planned, managed and reported in a timely fashion to the college management and governors and that all related compliance responsibilities are met. VP/COO	To comply with legal responsibilities To ensure that the Financial Regulations are adhered to	Assurance ratings for all audit reports	In accordance with the deadlines within the annual audit plans for internal and external audit

Aim 8 (cont.)

To deploy all of the resources of the college, in a considered, responsible and sustainable manner in support of the mission, vision and core values.

Objective 2022/2023	Why	How Measured	When
8.5 Assess the current and future IT and digital needs and ways of improving service delivery across all areas of the college. VP/COO	To provide an effective and efficient service that meets the needs of end users To plan the future IT and digital needs	Reports to SLT, OMT & CMT	Termly
8.6 Develop the use of digital technologies to enhance the College's internal and external communication strategy. VP/COO	To ensure that communication meets the needs of internal and external stakeholders. To increase bilingual communication	Measure engagement through site analytics To include the website, social media campaigns and Microsoft products such as TEAMS & SharePoint.	Termly
8.7 Continue to embed the Welsh Language Standards across college services and operations. VP/COO	To ensure the statutory requirements are met The college must provide an annual report to the Welsh Language Commissioner on compliance with the imposed standards.	Annual Welsh Language Standards Compliance Report to the Welsh Language Commissioner Annual report to SLT, CMT and the Corporation Board	December 2022
8.8 Continue to develop organisational resilience by anticipating, preparing for, responding and adapting to incremental change and sudden disruptions. Ensure our environment is safe & secure in terms of cyber attacks To include: CTER, COVID-19 & Cyber Security VP/COO	To ensure business continuity To strengthen the college to ensure it Prospers in the future.	Reports to SLT, OMT & CMT	Nov 2022 Feb 2023 May 2023