

SETTING THE PATHWAYS OF SUCCESS

THE COLEG CYMRAEG CENEDLAETHOL'S STRATEGIC PLAN 2020/21 TO 2024/25

Draft for consultation

September 2019

Joint foreword by the Chair and the Chief Executive

This Strategic Plan, for the period up to 2025, expresses our ambitious vision for the Coleg Cymraeg's role as a leading body that embeds the Welsh language as an intrinsic part of the pattern of lifelong learning for the people of Wales, specifically in the context of post-16 education and higher education.

Significant progress has been made at the universities over the last decade in terms of the Welsh-medium provision and the choice offered to students. But we cannot rest on our laurels. We will build on the progress seen, and we are confident that implementing this Strategic Plan successfully will deliver that aim.

Since the Welsh language is at the core of our mission and vision, we intend to contribute actively to national life and collaborate effectively with a wide range of partners in the Welsh-medium and education sectors in order to ensure that we play a vital part in the task of achieving the targets of *Cymraeg 2050*.

We aim to succeed, and that will require resources, support and collaboration. When this is ensured, we will set out an annual work programme to deliver our Strategic Plan.

Dr Haydn E. Edwards
Chair

Dr Ioan Matthews
Chief Executive

PART 1:

The Coleg's Purpose, Vision and Values

1 Our Purpose

Who are we and what do we do?

- 1.1 The Coleg Cymraeg (the Coleg) leads the development of Welsh-medium and bilingual education and training in the post-compulsory sector in Wales. We achieve this by working effectively with universities, further education institutions and apprenticeship providers.
- 1.2 We are a national and strategic planning body, with the Welsh language at the core of our purpose and vision. We contribute to the planning and building of a first-rate Welsh-medium education and training system, as part of the Welsh Government's strategy to create a million Welsh speakers and a bilingual Wales. In doing so, we will embed the Welsh language in a thriving Welsh community and economy.
- 1.3 There has been significant progress at the universities over the last decade. We need to build on that progress, and in the post-16 sector we need substantial and purposeful development in line with the plans announced by the Welsh Government. In order to achieve this ambition, we will work effectively with a wide range of partners within and without the language and education sectors. We know that specific additional resources will be needed to achieve the aims. When this is ensured, the Coleg will be a key part of meeting the aim of creating a million Welsh speakers who use the language regularly.

The Coleg's impact

- 1.4 The Coleg was established in 2011 following a policy decision by the Welsh Government to create a national organisation to plan and co-ordinate Welsh-medium provision at the universities, operating on the principle that any academic or vocational discipline can be discussed through the medium of Welsh.
- 1.5 The first step was to increase the range of Welsh-medium provision at the universities, grow and maintain a community of Welsh-medium lecturers and increase the number of students choosing to study a part of their degree course through the medium of Welsh.
- 1.6 Since 2011, the range of Welsh-medium provision at our universities has increased substantially, including:

- Development of the new bilingual Postgraduate Social Work programme at Bangor University
- Substantial provision in Medicine developed for the first time at Cardiff and Swansea universities.
- A range of universities offering Management and Business provision in Welsh for the first time, including Cardiff Metropolitan University and the University of South Wales.
- Significant development in the sciences, including substantial development in Mathematics and Physics at Aberystwyth University
- New Sports degrees offered at Cardiff Metropolitan University and Bangor University
- Substantial and popular provision in the arts developed at the University of Wales: Trinity Saint David

1.7 There is now a robust community of Welsh-medium lecturers and educators working at our universities across Wales. Coleg membership has been open from the beginning, and, building on the success of the Academic Staffing Scheme, the Associate Lecturers scheme was launched in 2018 and already has over 300 members. This scheme enables everyone who teaches through the medium of Welsh at a university to be an associate lecturer of the Coleg.

1.8 As a result of the significant developments in the provision and the increase in the number of lecturers and teachers, there has been an increase of over 2,000 in the number of full-time students studying at least a part of their course through the medium of Welsh since the Coleg was established, and an increase of over 500 in the number studying at least a third of their course in Welsh. The Coleg, working with the universities, has achieved this in a competitive, changing and challenging environment, and has coped well with a reduction in resources, rapid technological developments and changes in the political climate. Annual fluctuations in student numbers and the significant numbers of students choosing to study outside Wales are ongoing challenges. Moving forward, a model was agreed in which targets are developed based on ensuring that a specific percentage of Welsh speakers study part of their courses through the medium of Welsh, and in the context outlined, this model is an appropriate way of setting targets and measuring the success of universities in meeting those targets.

1.9 From the beginning, the Coleg's structures have been based on the concept of partnership with the universities and meaningful engagement with students.

- At each university, a branch of the Coleg was established, operating as a link between the individual universities and the Coleg as a national body.
- The concept of membership was also established early in the Coleg's development, with every student and learner being able to join the Coleg as a member.
- The partnership with students is crucial to the ethos and activities of the Coleg. Students have representatives at every level of the Coleg's structures, including the Board of Directors, the Academic Board, within branches and on subject panels.
- Students are encouraged to contribute to the decision-making process, introduce their own proposals and represent the Coleg as Ambassadors in order to help attract the next generation of students to Welsh-medium and bilingual study. In enriching the offer to students, we aim to attract increasing numbers to study at least partly through the medium of Welsh.

1.10 The Coleg will continue to support and develop Welsh-medium activities at the universities. This will include supporting students through a number of schemes, such as the various scholarship schemes that also now include investment from the universities themselves in order to increase the numbers available. The Coleg will also continue to work closely with the universities and other Higher Education providers to expand and deepen the Welsh-medium provision through the subject grants and the new Catalyst Grants.

Extending the Coleg's responsibilities

1.11 Following a review in 2016/7, the Welsh Government decided to extend the Coleg's responsibilities to include the further education and apprenticeships sectors. These sectors pose different challenges and opportunities, since the vast majority of learners are local to Further Education colleges and apprenticeship providers. This means that all learners are included in the Coleg's target audience, and the plans developed are based on a holistic model that provides Welsh language skills training opportunities for every learner.

1.12 The success of these plans will be wholly dependent on ensuring sufficient resources from the Welsh Government as well as commitment from a wide range of partners to deliver the vision.

The Coleg's contribution towards Cymraeg 2050

1.13 With the Welsh language being central to the Coleg's values, the publication of the Welsh Government's language strategy, *Towards 2050: A Million Welsh*

*Speakers*¹ was an important milestone. The objectives of that strategy are implicit in the Coleg's strategic plans, especially in the further education and apprenticeships sectors, since the post-16 action plan targets every learner, and not only those who are already relatively confident speakers.

- 1.14 We believe it is absolutely vital that the Welsh language is open to everyone that people understand the value of Welsh language and bilingual skills in the context of the workplace and that students and learners are aware of the opportunities available in the labour market in Wales. We have a key role to play, and we will work with the Government and other bodies to convey these messages.
- 1.15 As the context of post-compulsory education changes and continues to change, we will be seeking opportunities to expand the Coleg's work and influence, working in partnership with an increasing range of partners in order to embed Welsh-medium study and training opportunities across the whole post-compulsory education sector. Those partnerships will extend beyond the education and training sector and will include the Welsh Language Commissioner and bodies dealing specifically with the Welsh language or promoting the use of Welsh.

¹ <http://www.colegcymraeg.ac.uk/en/media/main/2015colegcymraeg/dogfennau/s-2210/towardscymraeg2050.pdf>

2 Our Vision

- 2.1 The Coleg's vision is that Welsh should be a part of the pattern of lifelong learning for the people of Wales. This is a pioneering vision that will contribute substantially to the targets of *Cymraeg 2050*² in the post-compulsory education sector.
- 2.2 The compulsory education system (up to 16 years) is undoubtedly vital in setting the foundations for success. The basis of this plan is that it is the Coleg's role to develop the post-compulsory education sector in order to build on the successes of the early years, primary and secondary sectors, to give everyone the opportunity to practise and develop their Welsh language skills in following their pathways from school to work, creating the desire and habit of using Welsh every day throughout their lives.
- 2.3 The socio-linguistic contexts vary within the post-compulsory education sector, and the Coleg will tailor and prioritise its activities strategically, recognising and supporting other partners to operate in several contexts.
- In the field of A Level provision in schools and the level 3 provision offered by Further Education Colleges, we will work closely with partners to ensure that the widest possible range of provision is available through the medium of Welsh. This will include supporting A Level provision where the number of learners is low, where appropriate. By working with Further Education Colleges and apprenticeship providers, we will implement the post-16 education action plan, and plan and develop significant provision in Welsh and bilingually across the country. We will develop plans by vocational subject areas to target every learner to improve their bilingual skills in a work context.
 - With the increasing demand for bilingual skills in the workplace, the apprenticeship field offers substantial opportunities to develop bilingual provision and support for apprentices, and in doing so it will make a specific contribution to the aim of establishing Welsh as the language of work across the country. We will work with partners in implementing the post-16 education action plan to develop new opportunities for apprentices to use the Welsh language in work and training.
 - A vital part of the work in the further education and apprenticeship sectors will be to ensure a sufficient supply of lecturers, practitioners and assessors who have bilingual skills, in order to expand the

² [Cymraeg 2050: A million Welsh speakers \(Welsh Government\)](#)

bilingual provision made available to students by colleges and to apprentices by apprenticeship providers.

- In higher education, we will build on the work of the last decade to co-ordinate and develop provision in Welsh across every academic area. We will continue to put the principles of the Coleg's Academic Plan into practice, by working with partners to ensure the sustainability of Welsh-medium provision and putting specific plans in place to increase the number of students studying through Welsh in priority subjects.
- Ensuring a sufficient supply of teachers, lecturers and trainers will be vital to the success of the Welsh Government's Language Strategy. At present, it is inevitable that the current targets for increasing the number of teachers teaching through the medium of Welsh will not be reached, including those teaching Welsh as a subject in the secondary sector. We believe that we need to look afresh at this whole area and, subject to strengthening the status of local authority Welsh in education plans and changing the language categorisation system for secondary schools, ensure there are enough teachers to meet the increase in demand. Increasing the skills of the current workforce can contribute to this, but we believe that the initial teacher training system – provision offered by our universities – needs to be revolutionised, placing a much stronger emphasis on the Welsh language and increasing the Welsh language skills of each trainee as a central part of initial teacher training.

2.4 In order to deliver the vision that the Welsh language should be part of the pattern of lifelong learning for the people of Wales, we recognise that there could be times during individuals' education and training journeys when the learner decides not to follow a course in Welsh or bilingually. We are confident that the work of developing effective and appealing opportunities across the post-compulsory education sector over time will reduce these numbers, but in the medium term at least, the bilingual education journey of some individuals will end for a time. This can be seen most clearly in the high percentage of Welsh students who choose to study at universities outside Wales. The Coleg has a duty to offer this cohort opportunities to maintain an uninterrupted relationship with the Welsh language. The options include keeping in touch through regular newsletters, establishing branches of the Coleg outside Wales and offering distant learning opportunities through the medium of Welsh. A number of these options are challenging, but with the Higher Education sector changing so fast, opportunities can be taken to make the most of innovative developments.

3 Our values

3.1 The vision is supported by our core values. This is the essence of the Coleg's identity. Our ambition is to bring these values to life by working towards ensuring that the Welsh language is part of the pattern of lifelong learning for the people of Wales. These values will be reflected in the way the Coleg acts internally and externally when dealing with staff, members, partners and stakeholders.

3.2 As a body, we have made a commitment to be:

Ambitious

We will offer first-rate leadership and support and will be reliable in delivering high-quality work.

Innovative

We will be an innovative and pioneering team that emphasises deep and long-term impact.

Collaborative

We will collaborate to create and enrich Welsh-medium and bilingual provision for everyone.

Part 2:

Our Strategic Priorities 2020-2025

The Coleg has identified six high-level strategic priorities for the period of this Strategic Plan, which are:

Priority 1	Lead the development and implementation of language policy in Wales in the context of post-compulsory education
Priority 2	Enrich the experience of students and learners
Priority 3	Innovate and contribute to the wellbeing of future generations
Priority 4	Collaborate proactively with partners
Priority 5	Ensure a bright and sustainable future
Priority 6	Work professionally and effectively

The strategic priorities will be implemented through the Academic Plan, the Further Education and Apprenticeships Action Plan and annual action plans.

PRIORITY 1

Lead the development and implementation of language policy in Wales in the context of post-compulsory education

The Coleg will work with partners to ensure the implementation of a long-term strategy for the post-compulsory education and training sectors in the context of the Welsh Government's Language Strategy and Welsh-medium Education Strategy.

We will:

- i. Develop the concept of a Welsh language educational community through the Associate Lecturers scheme, which will include universities and further education colleges and lecturers beyond Wales.
- ii. Promote the use of Welsh as an academic medium, including funding and supporting research and publication through the medium of Welsh, and facilitating formal and informal opportunities for discussing subjects and research areas in Welsh.
- iii. Work with the Welsh Government, the Education Workforce Council and the providers of Initial Teacher Education to ensure that plans to develop the workforce and to promote the linguistic skills of that workforce are developed and supported. We support models that expect everyone working in the compulsory education sector to develop the appropriate level of bilingual skills.
- iv. Develop schemes to maintain links with students who choose to study at institutions outside Wales, including encouraging them to return to Wales for further study or to pursue a career.
- v. Adopt a holistic model, support the plans of the Welsh Government, the Welsh Language Commissioner and others to strengthen workforce developments plans and the training regimes of public sector bodies in Wales. This will ensure that the Welsh language is central to its strategy and that opportunity, encouragement and time is allowed to facilitate this.
- vi. Work with bodies in the private sector to adopt the principles of bilingual workforce development and facilitate opportunities for the workforce to benefit from various schemes.

<p>PRIORITY 2</p> <p>Enrich the experience of students and learners</p> <p>Our aim is to ensure that every student and learner, whether in university, college or the workplace, has the opportunity to receive the best quality Welsh-medium education and training, with appropriate resources to support their experiences.</p>	<p>We will:</p> <ul style="list-style-type: none"> i. Commission the best quality resources, including original resources for the use of students, learners and trainees. ii. Plan and maintain higher education provision by providing subject grants in line with the Coleg's subject priority framework across the universities of Wales. iii. Plan and maintain bilingual provision in the further education and apprenticeships sectors. iv. Ensure that the Coleg's academic planning processes pay appropriate attention to quality, standards and the student experience, and that the strategies and plans are regularly reviewed. v. Offer opportunities for lecturers and practitioners to undertake research, publish, share good practice, create resources and develop new provision. vi. Provide information on accessible platforms to enable individuals to find Welsh-medium higher education courses and opportunities in the post-16 sector. vii. Expand opportunities to offer the Coleg's Language Skills Certificate and other schemes that are developed, in the workplace as well as in educational institutions. Ensure that students and learners understand the advantages of Welsh language skills in a workplace context. viii. Offer a national programme of training for lecturers and practitioners, including opportunities to share expertise and good practice.
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PRIORITY 3

Innovate and contribute to the wellbeing of future generations

The Coleg will link the Welsh language with success and will implement and support the type of changes needed in order to meet the wellbeing goals, which are the commitments needed in order to improve the economy, society, environment and culture of Wales. This will include influencing and changing the attitudes of Welsh speakers as well as non-Welsh speakers (including parents) towards post-16 education and training in Welsh.

We will:

- i. Work coherently with the priorities of the Wellbeing of Future Generations Act across the whole range of the Coleg's work.
- ii. Share good practice with other bodies in terms of normalising the use of the Welsh language and preparing the way for other bodies and agencies to work through the medium of Welsh.
- iii. Promote the benefits of bilingualism and multilingualism in the Welsh context, and provide access to educational experiences from a Welsh perspective.
- iv. Promote opportunities to work in Wales and contribute towards the economy.

<p>PRIORITY 4</p> <p>Collaborate proactively with partners</p> <p>The Coleg will direct resources in the most coherent way to increase the numbers and percentages of learners who choose to receive education or training in Welsh. We will develop and maintain partnerships with other bodies in Wales and beyond in order to strengthen the infrastructure that will enhance the place of the Welsh language within education and training, and specifically in the context of workforce planning in the medium to long term, with the aim of strengthening the status of the Welsh language as a key skill in the workplace. This will include developing and maintaining international partnerships from which students, learners, lecturers and trainers can benefit.</p>	<p>We will:</p> <ul style="list-style-type: none"> i. Work with universities and ensure that university department targets for provision, staffing and student numbers are set in light of the subject grants. ii. Implement strategies for the further education and apprenticeship sectors to ensure that as many learners as possible access Welsh-medium and bilingual experiences. iii. Work with the Welsh Language Commissioner to develop his vision for a bilingual Wales. iv. Work with universities and ensure that university department targets for provision, staffing and student numbers are set in light of the subject grants. v. Work with the National Centre for Learning Welsh to promote and support new learners to speak Welsh or improve their skills. vi. Establish partnerships with institutions in other countries to share good practice and participate in experiences beyond Wales.
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PRIORITY 5

Ensure a bright and sustainable future

The Coleg will undertake long-term planning in order to ensure strong and resilient arrangements for maintaining education and training through the medium of Welsh.

We will:

- i. Develop workforce planning models which will ensure that plans are in place to provide a sufficient supply of qualified lecturers and trainers across the post-compulsory education sector.
- ii. Ensure that the research scholarships awarded are consistent with the priorities agreed by the Coleg, including public policy needs.
- iii. Work with partners to ensure a sufficient supply of teachers to teach Welsh and to teach through the medium of Welsh.
- iv. Support and contribute to plans to extend study or training opportunities through the medium of Welsh, ensuring that everyone has the right to learn and use the Welsh language.
- v. Ensure progression by promoting to pupils, teachers and parents the existing opportunities and benefits of continuing with Welsh-medium education.

<p>PRIORITY 6</p> <p>Work professionally and effectively</p> <p>The Coleg will ensure that its day-to-day management and governance arrangements continue at a high standard while also remaining cost-effective and prudent. The Coleg will continue to ensure appropriate accountability arrangements over its use of public funds and resources.</p>	<p>We will:</p> <ul style="list-style-type: none"> i. Ensure an appropriate balance between making the most efficient possible use of the staff that we have and ensuring sufficient resources to complete the work to a professional and high standard. ii. Give specific attention to researching and evaluating projects and plans on a regular basis. iii. Ensure fair working terms and conditions and robust policies for the Coleg's employees in order to support their development and wellbeing. iv. Provide regular and suitable training for members of the Board of Directors, employees and members of Coleg committees (including students and learners). v. Make efficient use of systems, information technology and the web in order to facilitate the work of staff, and to engage with students, learners, stakeholders, partners and the public. vi. Operate robust governance processes in order to ensure appropriate scrutiny of all the Coleg's work. vii. Ensure recognition of the Coleg's investment in its staff by aiming for quality standards.
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5 Delivering the Strategy

- 5.1 The strategy is ambitious, and delivering the priorities as seen here will be a challenge. Working in partnership with others and ensuring a sufficient budget will be vital. Our biggest resource is the Coleg's staff and those academic staff supported at the universities and colleges. We will do everything within our ability to support their professional development with training, clear priorities and robust management.
- 5.2 At the heart of our culture is our commitment to put students and the Welsh language at the centre of our activities. We aim to live our values and to be open and responsive to each other but also to our partners and funders.
- 5.3 Each one of us has made a commitment to deliver the strategy that will move us closer to reaching the Welsh Government's ambition of seeing a million people choosing to speak and use the Welsh language by 2050.