

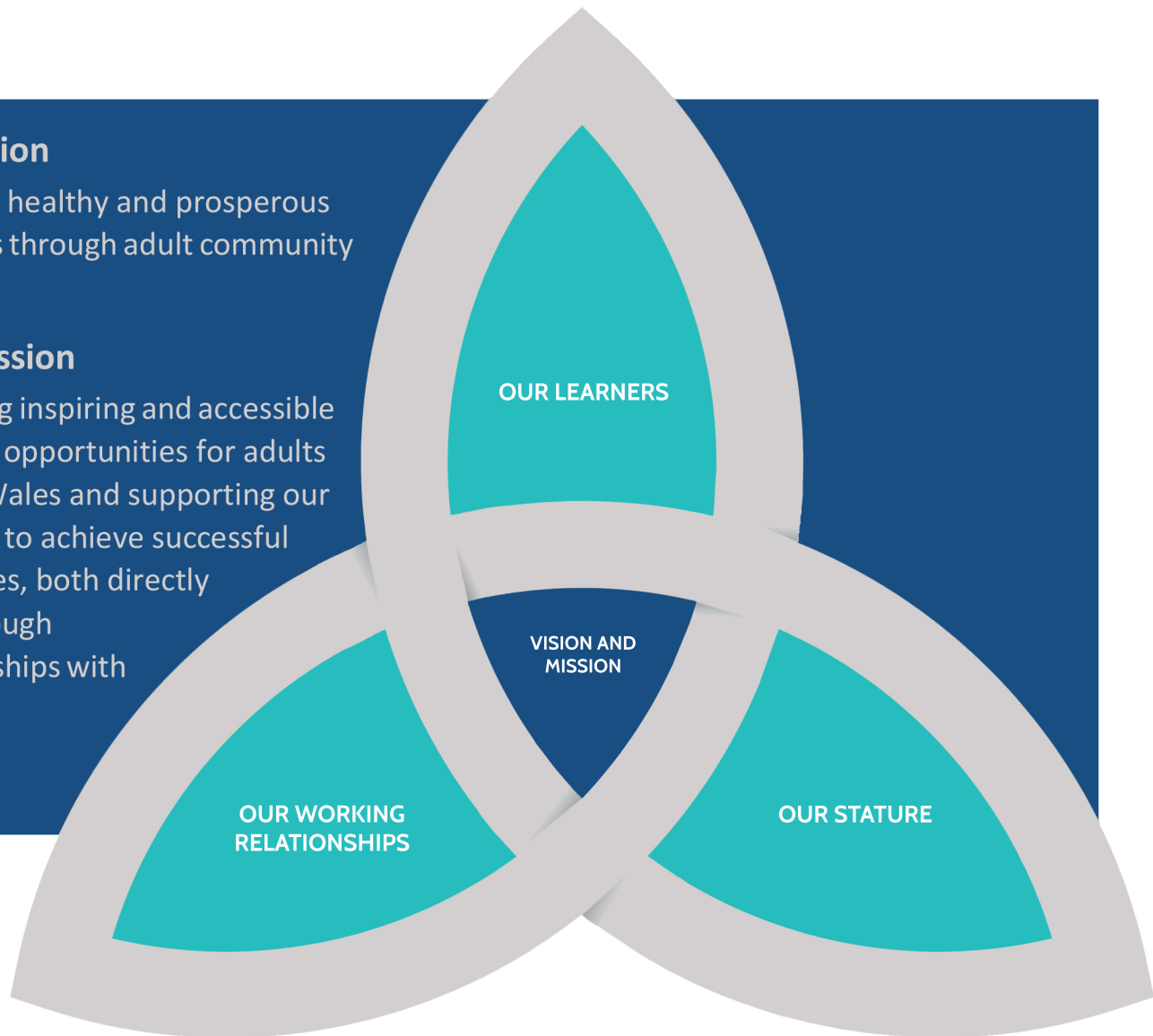
# Strategic Plan 2023 – 2026

## Our Vision

Creating healthy and prosperous societies through adult community learning

## Our Mission

Providing inspiring and accessible learning opportunities for adults across Wales and supporting our learners to achieve successful outcomes, both directly and through relationships with others



## Our goals are to

- 1 Support and enable the widest possible range of learners to achieve success
- 2 Develop and sustain our network of positive and effective working relationships, establishing new relationships that align with our curriculum plan and national priorities
- 3 Advance our position and be recognised nationally as the leading adult community learning provider in Wales

# Objective 1

## Support and enable the widest possible range of learners to achieve success

### Why is this important?

Providing learners with opportunities to enhance their skills and knowledge, and supporting them to complete courses, enables them to enhance their personal, social, and economic circumstances. This benefits them, their families, social groups, and local community, and enables our learners to make positive and meaningful contributions to society.

Learning with ALW has been life changing for many of our learners, so we want to see even more individuals benefiting by being on the right course with us and being supported throughout their learning journey to achieve their goals

The next 12 – 18 months will be particularly challenging as the varied impacts of the COVID pandemic and the economic climate on learners and funding are worked through. We therefore anticipate an initial fall in learner numbers before they increase.

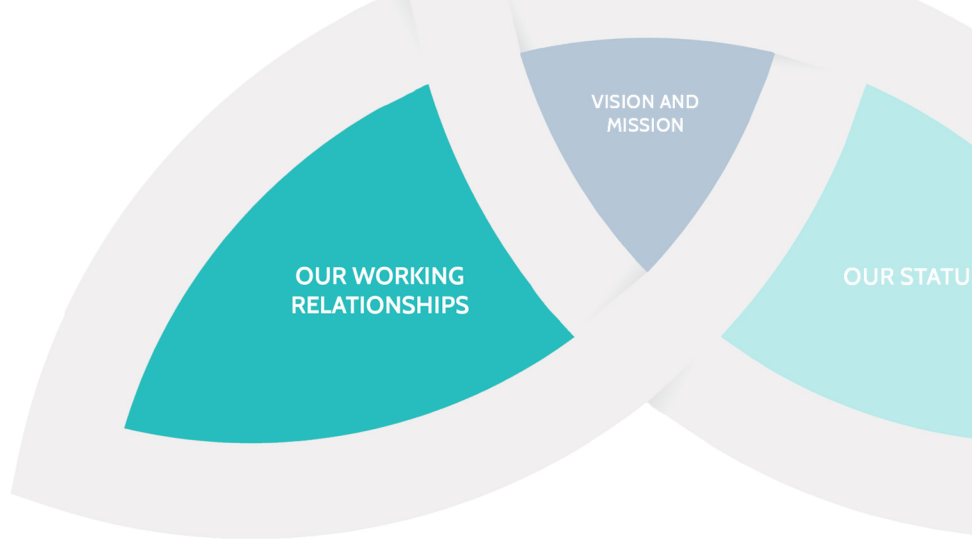
### Our success measures

In each year, we will:

- Achieve at least the national benchmark figure for 'Success' in CAS data
- Achieve a completion rate of 95% across all delivery
- Achieve an overall learner satisfaction level of 95%

### We will achieve this by...

- 1.1 Delivering the highest quality lifelong learning programmes, ensuring an inclusive offer that recognises a diverse range of abilities and circumstances
- 1.2 Evolving our dynamic curriculum to meet the needs of more learners, ensuring a holistic approach and recognising the changing needs in relation to social, employment and political developments
- 1.3 Ensuring learners have the support and direction they need for completion of courses and further progression
- 1.4 Gathering feedback from and listening to our learners, acting on what they tell us, ensuring we address any areas where we have not achieved our high expected standards and involving them in shaping the learning we deliver
- 1.5 Raising awareness of ALW, our varied offer, the support available and the benefits of learning with us
- 1.6 Valuing our staff, recognising talent, and investing in their CPD
- 1.7 Continuing our commitments to the Digital 2030 framework by using technology enhanced practices to be more efficient and effective, facilitating more innovative teaching and learning experiences and freeing ourselves up from unnecessary paperwork
- 1.8 Working with communities, by supporting the setting up of or working with existing bodies, to establish needs and issues which impact on individuals' learning, sharing this information as appropriate with other bodies



## Objective 2

Develop and sustain our network of positive and effective working relationships, establishing new relationships that align with our curriculum plan and national priorities

### Why is this important?

Relationships make us what we are, and not just our relationships with learners.

Many of our learners establish positive relationships with organisations who are there to help and support them. By having strong and positive relationships with these organisations, we can extend our offer through these channels to give people a positive and trusted route to learning.

We can't do everything, but we want what is best for individual learners, so building and sustaining these relationships enables us to play our part in extending the network of different types of learning opportunities across Wales.

### We will achieve this by...

- 2.1 Identifying and building professional working relationships that enable us to deliver or support learning to organisations and employers who have clients, customers, or staff who could benefit from our offer
- 2.2 Standardising our approach to gathering feedback from those organisations and employers we work with, during and after delivery
- 2.3 Acting on feedback from all organisations we work with to address any issues identified and evolving our offer appropriately
- 2.4 Continuing to strengthen our relationship with Welsh Government, Commission for Tertiary Education and Research (CTER), and other stakeholders to develop a national programme for lifelong learning and advance the role of adult community learning in Wales
- 2.5 Recognising global issues and working with organisations which focus on citizens' rights and entitlements to advance economic and social change in Wales
- 2.6 Reviewing and revising our membership scheme, our approach to volunteering, and the work of Branches to ensure we are delivering mutual value and activity which is aligned to our goals

### Our success measures

By 2026, we will:

- Develop a minimum of 10 new working relationships to advance our curriculum offer
- Achieve a satisfaction level of 85% across all our working relationships



## Advance our position and be recognised nationally as the leading adult community learning provider in Wales

### Why is this important?

As a relatively young organisation, we still face a challenge in being known and recognised as experts in the delivery of ACL in Wales, and for the role we play in delivering ACL for others.

We are also still going through the process of being consistent in what we do and presenting ourselves professionally.

Both these challenges are holding us back and need to be addressed.

The learning landscape in which we operate is continually affected by new challenges. There are also on-going changes in society. We must ensure that we are well placed to respond appropriately, by continuing to provide a strong, national and diverse curriculum for learners throughout Wales.

### We will achieve this by...

- 3.1 Having active leadership and governance which promote adult community learning and challenge us to continuously improve
- 3.2 Promoting understanding amongst commissioning bodies of our role in delivering the largest portion of adult community learning in Wales, both directly and on behalf of other providers such as local authorities
- 3.3 Assessing and communicating the impact of adult community learning and demonstrating its value in order to influence policy making
- 3.4 Sharing relevant information, which we gather through our networks and connections, with policy makers
- 3.5 Reviewing and developing our ways of working and the materials we use, to ensure we show professionalism in everything we do
- 3.6 Being financially sound and using the core funding creatively to maximise the breadth of the learning offered and its value to our learners
- 3.7 Pursuing additional sources of funding to generate investment in learning resources and growth in our curriculum
- 3.8 Operating a culture of openness and transparency, where we empower and encourage our people to make a positive contribution and raise any concerns
- 3.9 Listening to, investing in, supporting, and developing our staff to ensure we have the skills and experience needed at every level within ALW

### Our success measures

By 2026, we will:

- Increase our share of ACL delivered in Wales by 10%
- Be formally consulted by Welsh Government on all policy development and practical delivery linked to adult community learning
- Achieve an overall staff satisfaction level of 85%