

**Cardiff & Vale**  
Caerdydd a'r Fro

**Community Learning Partnership**  
Partneriaeth Dysgu Cymunedol

# **Strategic Plan**

**August 2014 – July 2017**

(Last updated – November 2016)

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# Cardiff and Vale Community Learning Partnership Strategic Plan 2014 – 2017

## Introduction

Cardiff and Vale Community Learning Partnership oversees the development and delivery of Adult Community Learning (ACL) across the counties of Cardiff and the Vale of Glamorgan.

The DfES-funded ACL partners are:

- Cardiff and Vale College
- Cardiff Council
- Vale of Glamorgan Council
- Adult Learning Wales (formerly WEA YMCA Community College Cymru)

Delivering Community Learning for Wales (WG 2010) defines Adult Community Learning (ACL) as *flexible learning opportunities for adults, delivered in community venues to meet local needs*.

Our vision for ACL in Cardiff and the Vale of Glamorgan is one where there is:

- increased participation by those who have benefited least from education in the past or who are most at risk of not benefiting in the future;
- improved quality in the learning experience including increased progression to other learning opportunities or work; and
- greater coherence in the nature and patterns of provision across the providers.

## The Planning Context

### Introduction

Cardiff is the capital and largest city in Wales and the tenth largest city in Britain. Cardiff has a population of just over 348,500. According to the 2011 Census, 11.1% of people aged over three say they can speak Welsh compared to the Wales average of 19.0%. This equates to 36,735 people. The 2011 Census shows that 80.3% of Cardiff's population is of British origin. The 2012 mid-year population estimates show Cardiff residents account for 23.4% of the South East Wales total population of 1,487,500 thus making Cardiff an important centre in the region.

The Vale of Glamorgan has a population of approximately 126,679. 97% of the population are white, 1.4% are Asian and 1.1% Black. The largest town is Barry with a population of approximately 51,000. Barry is the centre of administration in the county. Other major towns include Cowbridge, Llantwit Major, Dinas Powys and Penarth. There are 23 electoral wards in the Vale. A large proportion of the population inhabits rural locations; villages, hamlets and farms. At the census in 2011 the percentage of the population who say they can speak Welsh is 10.8%. This is significantly lower than the Welsh average of 19.0%.

### Prosperity

In Cardiff there are marked disparities in affluence between the north and south of the city, with the majority of deprivation falling in the south. This forms a pattern which is described as the 'southern arc' of deprivation. Statistics relating to deprivation and wellbeing in Cardiff therefore paint a geographically divergent picture. The Welsh Index of Multiple Deprivation 2011 shows that 16% of Cardiff's neighbourhoods are in the most deprived areas in Wales. Certain populations are more likely to suffer the consequences of deprivation across these indicators because they are more likely to live in the southern arc, for example the British Minority Ethnic (BME) populations and the Gypsy and Traveller community. The gap in educational attainment is equally stark and adults living in deprived areas have generally lower levels of qualifications than their peers in the north of Cardiff.

In the Vale of Glamorgan, the Welsh Index of Multiple Deprivation shows that 6% of the population are in the 10% most deprived areas of Wales. The Vale of Glamorgan has four Communities First areas. These are: Gibbonsdown; Cadoc; Court; and Castleland.

### Education

Figures from the January to December 2012 Annual Population Survey identify that, of the population aged 16-64 in Cardiff, 9.7% have no qualifications, which is lower than the Wales average of 11.4%. Additionally, 38.2% of the working age population are qualified to NVQ level 4 and above compared to the Welsh average of 30.3%.

The Vale of Glamorgan has 7.7% of working age adults with no qualifications. This is well below the Welsh national average of 11.4%. The percentage of the population with qualifications below level 2 is 12.5%. This is 2.6% below the Welsh average of 15.1%. Additionally 38.1% are qualified to NVQ level 4 compared to the Welsh average of 30.3%.

## **Unemployment**

The ONS Annual Population Survey (2013) reported that 24.7% of the population in Cardiff were economically inactive compared to 25.0% in Wales and 22.6% in the UK. According to NOMIS data (2013) 8.8% of the Cardiff population were unemployed compared with 7.9% in Wales and 7.5% in the UK. In March 2014 (ONS) the proportion of JSA benefit claimants in Cardiff stood at 3.8% compared with 3.4% in Wales and 2.9% in the UK.

The ONS Annual Population Survey (2013) reported that 21.3% of the population in the Vale of Glamorgan were economically inactive compared to 25% in Wales and 22.6% in the UK. According to NOMIS data (2013) 8.0% of the Vale population were unemployed compared with 7.9% in Wales and 7.5% in the UK. In March 2014 (ONS) the proportion of JSA benefit claimants in the Vale of Glamorgan stood at 2.8% compared with 3.4% in Wales and 2.9% in the UK.

## **Employment**

In Cardiff, figures from the 2012 Business Register and Employment Survey show that there were 197,600 people working. Health (14.1%) was the main employment sector and was also the largest employer in Wales (15.5%), while retail was the second biggest sector.

In the Vale of Glamorgan, the Welsh statistics for September 2012 show that 68.7% of the population are in employment. Of these, 37% of the population are employed in public administration, defence, education and health while 22% are employed in wholesale, retail, transport, hotels and food.

## **Basic Skills and ESOL**

The National Survey of Adult Skills in Wales (2010) indicated that literacy levels have improved: 12% of adults were assessed to have Entry Level literacy or below, a decrease from 25% in 2004. However, there has been little change in numeracy levels: in 2010, 51% of adults were assessed to have Entry Level numeracy or below, similar to the 53% in 2004. The National Survey also reported that literacy and numeracy levels were higher amongst the employed, those with higher levels of household income, those with higher qualifications, and amongst the older age groups.

## **Young People and Education, Training and Employment**

Welsh Government data (SFR 2012) identified that 10.2% of 16-18 year olds across Wales were known to be not in education, employment or training, a decrease of 2.0% since 2011. However, 23.0% of 19-24 year olds were known to be not in education, employment or training in 2012, an increase of 0.8% since 2011. Careers Wales pupil destination data indicates that the number of Year 11 school leavers known to be not in education, employment or training in Cardiff fell from 7.7% in 2011 to 6.7% in 2012. However, this is still significantly higher than the Wales average of 4.2%. The number of Year 11 school leavers known to be not in education, employment or training in the Vale of Glamorgan fell from 4.3% in 2011 to 3.9% in 2012, marginally below the Wales average.

## 50+ Population

The population of Cardiff aged 50+ in 2012 was 101,700, (Source: 2012 MYE / ONS) of whom 47,200 (46.4%) were male and 54,500 (53.6%) were female. The 50+ age group represent 29.2% of Cardiff's total population. By way of comparison the 50+ age group represented 38.3% of the total population in Wales. This is a significantly higher proportion and highlights the younger average age of Cardiff's residents (37 years) compared with the Wales average age of 41 years according to the 2011 Census Key Statistics Tables. NOMIS data (2013) shows that 2.6% of 50-64 year olds in Cardiff were JSA claimants; this is significantly higher than the Wales average of 1.9%.

The population of the Vale of Glamorgan aged 50+ in 2011 was 48,636, (Source: Vale Unified Needs Assessment) of whom 22,453 (46.2%) were male and 26,183 (53.8%) were female. The 50+ age group represent 38.5% of the Vale's total population, slightly higher than the Wales' average of 38.3%. Cowbridge has the highest proportion of 50+ population at 52% and St. Athan has the lowest at 23.3%. For all wards in the Vale at least 23% of the population are aged over 50. The employment rate in 2011 for those aged 50-64 in the Vale of Glamorgan was 61.1%. NOMIS data (2013) shows that 1.6% of 50-64 year olds in the Vale of Glamorgan were JSA claimants; this is lower than the Wales average of 1.9%.

## Policy Context

A range of relevant national policies, local strategies and key documents were considered when developing this strategic plan. These included:

- Skills that Work for Wales (2008)
- Delivering Community Learning for Wales (2010)
- The Strategy for Older People in Wales (2013-23)
- Cardiff - What Matters 2010 : 2020
- Vale of Glamorgan Community Strategy 2011-2021
- National Survey of Adult Skills in Wales (2010)
- National Strategic Skills Audit for Wales (2012)
- Partnership Self Assessment Report (2012/13)
- Estyn inspection reports (2008 and 2013)
- Building Resilient Communities (2013)
- Welsh Government Policy Statement on Skills (2014)
- Welsh Government Third Sector Scheme (2014)
- Well-being of Future Generations (Wales) Act 2015

## **Strategic Aims 2014 – 2017**

We strive to be an excellent partnership and have established the following strategic aims to ensure that we achieve our ambition by July 2017.

1. To ensure our learners achieve excellent standards.
2. To establish a coherent, responsive approach to community engagement, health and wellbeing, and the promotion of family welfare.
3. To offer a range of learning experiences that is responsive to local, regional and national priorities.
4. To develop our workforce to deliver excellent standards of teaching, learning and assessment.
5. To provide an excellent standard of care, guidance and support for learners across the Partnership.
6. To enable learners and other stakeholders to participate fully in the Partnership.
7. To provide a high standard of leadership and strategic vision for the Partnership.
8. To embed robust arrangements for quality assurance.
9. To improve the management of resources in order to widen participation, deliver greater outcomes for learners and deliver excellent value for money.

## AIM 1: To ensure our learners achieve excellent standards

### In order to do this the Partnership will:

- Set and monitor realistic but challenging annual targets for learner success.
- Improve opportunities for learners to achieve relevant accreditation or other appropriate outcomes that support, and have currency within, further learning, volunteering or employment.
- Develop mechanisms to monitor and support learner progression.

Strategic Plan Ref	Measurable Objective	Lead Responsibility	Start, Review & Completion Dates
1.1	Achieve a Partnership success rate at or above the ACL national comparator (84%) in 2013/14, and an increase of 2% in 2014/5 (86%)* and a further increase of 2% in 2015/16 (88%).	Q&DG chair	S: Jul 2014 R: Jul 2015 C: Jul 2017
1.2	Learners within deprivation deciles one and two to achieve a retention rate at or above the overall Partnership retention rate by 2014/15.	Q&DG chair	S: May 2014 R: Dec 2014 C: Oct 2015
1.3	Learners within deprivation deciles one and two to achieve a success rate at or above the overall Partnership success rate by 2014/15.	Q&DG chair	S: May 2014 R: Dec 2014 C: Oct 2015
1.4	Increase the number of accredited courses delivered across the Partnership by 4% in 2013/14, by 6% in 2014/15 and by a further 6% in 2015/16.	Q&DG chair	S: Jul 2014 R: Jul 2015 C: Jul 2017
1.5	Establish baseline progression data for ACL learners moving into FE, basic skills learners and ESOL learners. Make recommendations for further action.	Q&DG chair	S: Jun 2014 R: Oct 2014 C: Dec 2014

**AIM 2: To establish a coherent, responsive approach to community engagement, health and wellbeing, and the promotion of family welfare**

**In order to do this the Partnership will:**

- Work closely with Communities First and other organisations to engage with, and provide appropriate learning opportunities for, disadvantaged individuals and those not currently in education, training or employment.
- Explore alternative models for the management and delivery of courses provided for non-priority learners.

Strategic Plan Ref	Measurable Objective	Lead Responsibility	Start, Review & Completion Dates
2.1	Increase the number of enrolments from Communities First areas by 2% in 2013/14, by 4% in 2014/15 and by a further 4% in 2015/6	Q&DG chair	S: May 2014 R: May 2015 C: Jul 2017
2.2	Increase the number of enrolments across the Partnership within deprivation deciles one and two by 3% in 2013/14, by 3% in 2014/15 and by a further 4% in 2015/2016.	Q&DG chair	S: May 2014 R: May 2015 C: Jul 2017
2.3	Pilot and review a model for the provision of non-priority adult community learning across Cardiff and the Vale of Glamorgan	ACL manager for CC and VoG	S: May 2014 R: Jan 2015 C: Jun 2015

**AIM 3: To offer a range of learning experiences that is responsive to local, regional and national priorities**

**In order to do this the Partnership will:**

- Plan a coherent and responsive curriculum aligned to national, regional and local priorities.
- Improve the provision for developing learners' literacy, numeracy and language skills.
- Increase the participation of learners in employment related courses.
- Develop a strategy to mainstream the bilingual and Welsh medium curriculum.

<b>Strategic Plan Ref</b>	<b>Measurable Objective</b>	<b>Lead Responsibility</b>	<b>Start, Review &amp; Completion Dates</b>
3.1	Embed and review a curriculum planning cycle for priority learning	C&PG chairs	S: Jan 2014 R: Oct 2014 C: Jul 2015
3.2	Establish an implementation plan for the WEST (Wales Essential Skills Toolkit) online assessment.	CAVC Head of Learner Support	S: Sep 2014 R: Mar 2015 C: Oct 2015
3.3	Train all local authority tutors delivering priority learning courses to identify basic / essential skills needs and embed basic / essential skills in their teaching	ACL manager for CC and VOG	S: Sep 2015 R: Sep 2016 C: Jul 2017
3.4	Develop a position paper that outlines the demand for ESOL provision, the formal and informal provision available across the Partnership, and the priorities for development.	ESOL chair	S: Sep 2014 R: Dec 2014 C: Mar 2015
3.5	Establish a baseline figure for the number of employment-related qualifications successfully completed across the Partnership. Set and monitor annual targets for 2014/15 and 2015/16.	Q&DG chair	S: Sep 2014 R: Jul 2015 C: Jul 2017
3.6	Implement a Welsh-medium strategy and report progress termly	WM chair	S: May 2014 R: Nov 2014 C: Jul 2015

**AIM 4: To develop our workforce to deliver excellent standards of teaching, learning and assessment**

**In order to do this the Partnership will:**

- Establish robust and consistent observation and moderation processes that have a positive impact on the quality of teaching, learning and assessment.
- Develop a responsive and relevant Partnership CPD programme that encourages participation and has a positive impact on the quality of teaching, learning and assessment.
- Improve the consistency and robustness of tutor performance management.

<b>Strategic Plan Ref</b>	<b>Measurable Objective</b>	<b>Lead Responsibility</b>	<b>Start, Review &amp; Completion Dates</b>
4.1	Review lesson observation processes and agree common principles.	L&D chair	S: Sep 2014 R: Nov 2014 C: Jan 2015
4.2	Deliver Estyn-based observer training to all ACL observers not currently qualified as peer inspectors	L&D chair	S: Sep 2014 R: Mar 2015 C: Jul 2015
4.3	Develop robust class observation as part of the cross-Partnership programme	L&D chair	S: Dec 2013 R: Dec 2014 C: Aug 2015
4.4	Pilot at least two alternative approaches to delivering CPD for ACL tutors	L&D chair	S: Sep 2014 R: Feb 2015 C: Aug 2015
4.5	All ACL tutors delivering priority learning are qualified, or working towards appropriate minimum qualifications.	ACL manager for CC and VOG	S: Sep 2014 R: Aug 2015 C: Jul 2016
4.6	Review processes for managing tutor performance and agree common principles	ACL manager for CC and VoG	S: Nov 2014 R: Feb 2015 C: Jul 2015

**AIM 5: To provide an excellent standard of care, guidance and support for learners across the Partnership**

**In order to do this the Partnership will:**

- Develop consistent mechanisms for sharing learner support data.
- Improve the arrangements for monitoring the quality and impact of support.
- Provide relevant professional development for staff.
- Raise learner awareness of the availability of support services.
- Develop links with Careers Wales and Job Centre Plus to provide referral opportunities and a synergy of approach.

<b>Strategic Plan Ref</b>	<b>Measurable Objective</b>	<b>Lead Responsibility</b>	<b>Start, Review &amp; Completion Dates</b>
5.1	Establish a baseline figure for reporting learner support data across the Partnership.	ACL manager for CC and VoG	S: Sep 2014 R: Feb 2015 C: Jul 2015
5.2	Establish consistent processes to monitor the quality and impact of support. Set and monitor annual targets for the quality and impact of support. Report outcomes to Q&DG.	Q&D chair	S: Sep 2014 R: May 2015 C: May 2016
5.3	Deliver a minimum of 6 learner support related CPD sessions annually	L&D chair	S: Jan 2014 R: Jan 2015 C: Jan 2016
5.4	Establish an interactive Partnership website / Moodle site that promotes support services to learners	MKT chair	S: Jun 2014 R: Jan 2015 C: Jul 2015
5.5	Recruit representatives from Job Centre Plus and Careers Wales to join the Curriculum and Progression Groups in Cardiff and the Vale of Glamorgan	C&PG chairs	S: Jan 2014 R: Sept 2014 C: Jan 2015

**AIM 6: To enable learners and other stakeholders to participate fully in the Partnership**

**In order to do this the Partnership will:**

- Develop its membership to create a network of partners who will support the delivery of the strategic aims.
- Develop mechanisms to capture the Learners' Voice to help shape provision and evaluate its effectiveness.
- Identify and stimulate demand for adult community learning amongst priority learning groups.

<b>Strategic Plan Ref</b>	<b>Measurable Objective</b>	<b>Lead Responsibility</b>	<b>Start, Review &amp; Completion Dates</b>
6.1	Increase the number of organisations actively contributing to the Partnership by 10% annually between 2013/14 and 2015/16.	PC	S: Jan 2014 R: Jan 2015 C: Jan 2016
6.2	Increase the learner voice through the facilitation of 3 Partnership learner involvement activities annually	LIG chair	S: Sep 2014 R: Jul 2015 C: Jul 2016
6.3	Produce and implement a marketing strategy which promotes ACL to priority learners	OG chair	S: Sep 2014 R: Jul 2015 C: Jul 2016

**AIM 7: To provide a high standard of leadership and strategic vision for the Partnership**

**In order to do this the Partnership will:**

- Produce a Strategic Plan that sets out the direction of travel for ACL in Cardiff and the Vale of Glamorgan for the next 2 years.
- Communicate the Strategic Plan effectively across the Partnership.
- Measure progress against the Strategic Plan to ensure the Partnership delivers its agreed aims.

<b>Strategic Plan Ref</b>	<b>Measurable Objective</b>	<b>Lead Responsibility</b>	<b>Start, Review &amp; Completion Dates</b>
7.1	Develop and approve a two year Strategic Plan for the Partnership	SG chair	S: Mar 2014 R: Jul 2014 C: Oct 2014
7.2	Communicate the Strategic Plan to all key stakeholders	PC	S: Sep 2014 R: - C: Dec 2014
7.3	Monitor the Partnership's progress against the strategic plan on a termly basis	SG chair	S: Dec 2014 R: Jul 2015 C: Jul 2016

## **AIM 8: To embed robust arrangements for quality assurance**

### **In order to do this the Partnership will:**

- Undertake an annual self-assessment process that meets DfES requirements and ensures subsequent improvements are implemented across the Partnership at an appropriate pace.
- Implement and monitor improvements against all recommendations identified in the 2013 Estyn inspection reports for Cardiff and the Vale of Glamorgan.

<b>Strategic Plan Ref</b>	<b>Measurable Objective</b>	<b>Lead Responsibility</b>	<b>Start, Review &amp; Completion Dates</b>
8.1	Produce a Partnership self-assessment report and quality development plan by 31 <sup>st</sup> January annually.	PC	S: Jan 2014 R: Jan 2015 C: Jan 2016
8.2	Establish an appropriate system to record and monitor progress against all Partnership action plans	PC	S: Aug 2014 R: Jan 2015 C: Jul 2015
8.3	Current performance of Partnership to be judged as 'good' and prospects for improvement to be judged as 'good' following re-inspection by Estyn.	PC	S: Aug 2014 R: Jun 2015 C: Jun 2016

**AIM 9: To improve the management of resources in order to widen participation, deliver greater outcomes for learners and deliver excellent value for money.**

**In order to do this the Partnership will:**

- Develop a Resource Strategy that ensures the Partnership manages its funding and resources effectively.
- Establish a value for money judgement across the Partnership.

Strategic Plan Ref	Measurable Objective	Lead Responsibility	Start, Review & Completion Dates
9.1	Approve a two year Partnership Resource Strategy and monitor progress on a termly basis	SG chair	S: Jul 2014 R: Jul 2015 C: Jul 2016
9.2	Identify and pilot a model for judging value for money that is based on improved success rates and increased enrolments from priority learners	SG chair	S: Dec 2014 R: Jul 2015 C: Dec 2015

## Glossary

ABE/ES	Basic/Essential Skills Group
CAVC	Cardiff and Vale College
CC	Cardiff Council
C&PG	Curriculum and Progression Group
ESOL	ESOL Group
L&D	Learning and Development Group
LIG	Learner Involvement Group
MKT	Marketing Group
OG	Operational Group
PC	Partnership Co-ordinator
Q&DG	Quality and Data Group
SG	Strategy Group
VoGC	Vale of Glamorgan Council
WM	Welsh Medium Group

# Cardiff & Vale Community Learning Partnership - Reporting Structure

