

The National Council for Education and Training for Wales - ELWa

Corporate Plan

2002 - 2005

**Approved by the Welsh Assembly Government in accordance with S.44 (1) Learning and
Skills Act 2000**

March 2002

Foreword

This is the National Council – ELWa’s first Corporate Plan, for the period 2002 – 2005. It has been prepared alongside our Corporate Strategy, which describes our vision to 2010 and beyond. Both documents have been shaped by open and extensive consultation throughout Wales since summer 2001.

The Corporate Plan shows what we intend to do over the next three years and how we propose to mobilise all our resources behind more and better learning opportunities for individuals, businesses and communities throughout Wales, which the Welsh Assembly Government created us to achieve. The Assembly Government’s strategies and policies in ‘Plan for Wales 2001’, ‘The Learning Country’ and ‘A Winning Wales’ are the cornerstones for our proposals.

More than 500,000 people will benefit from learning and more than 12,000 businesses will receive support in tackling skills needs over the period of the plan.

We aim to achieve these ambitious national targets by developing our capacity for regional and local solutions. National frameworks are vital to our success but we recognise that what works in one part of Wales will not necessarily work everywhere.

We would like to do more and to meet many of the calls for additional funding for new learning provision which we heard, so frequently, during our consultation. However, having considered all the evidence available to us at this time, the National Council – ELWa has decided upon three priorities for 2002 - 2005:

- ensuring that the post-16 learning for which we are responsible makes the *maximum possible contribution to the Welsh economy*;
- *driving up the quality of learning opportunities*; and
- *raising demand for learning*.

Each of these priorities has informed the actions described in the Corporate Plan and the balance of activity towards the achievement of our five goals of *Essential Skills*; *Creating Lifelong Learners*; *Developing the Ability to Apply Knowledge*; *Skills for Business* and *Learning Communities*.

This Corporate Plan is our first opportunity to demonstrate how we want to turn our cross-cutting themes of *sustainability*; *equal opportunities*, *bilingualism* and *social inclusion* into action. As well as specific actions for each theme, we identify how the cross-cutting themes will be woven into other actions.

Throughout our consultations there was a consensus that a sea change is needed in learning policy and provision in Wales, but that in developing new ways of delivering learning we need to build upon a range of current excellent activities in Wales and beyond.

During the first year of our Corporate Plan we will start to implement the necessary changes to make progress towards our vision. In doing so we will ensure that we minimise the disruptive effects of any changes to the individual learner. We will honour our commitments to those who are already learners on multi-annual courses on inherited programmes. This includes those in School Sixth forms starting two-year courses in September 2002.

We have a statutory responsibility to provide learning opportunities to all those aged 16 to 19 and we will carry out this responsibility effectively and efficiently at all times.

Nevertheless, we will begin to reshape the provision of learning throughout the next three years. This Corporate Plan highlights how we intend to do this.

Quality is a key theme running throughout all our activities. Our aim is to increase the quality of everything we influence, provide and deliver. During the planning period we will:

- develop a quality framework, based upon international best practice, to raise standards and attainment of learning;
- establish new national systems for funding, for credit-based learning, for planning and for audit; and
- develop learning programmes which engage more individuals and communities in learning and provide solutions to businesses, which lever the maximum possible private investment. Here, we want to see early progress on:
 - the provision of simplified and more relevant support for businesses;
 - a coherent approach to investment in developing e-learning and the necessary broadband telecommunications infrastructure;
 - actions to extend bilingual learning; and
 - the provision of labour market and skills intelligence, in conjunction with the new Sector Skills Councils, which is of real value when investment decisions have to be made.

We will ensure that our programmes and policies are not subject to unnecessary levels of bureaucracy. We aim to reduce paperwork associated with inherited programmes to free resources for investments in learning.

To achieve all this, and more, we need to reshape our own organisation so that it is fit for the future. We will do this within the parameters set by the Assembly Government for a significant reduction in our running costs. This will present a challenge and will require new systems of working.

All the actions in this Corporate Plan will move us towards our vision of making learning work for the individuals, businesses and communities of Wales.

Enid Rowlands

Chairman

March 2002

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The Role and Content of the National Council – ELWa’s Corporate Plan

Our Corporate Strategy describes the National Council – ELWa’s vision to 2010 and beyond.

To progress our Strategy, we will prepare each year for the Welsh Assembly Government’s approval a three-year Corporate Plan and a one-year Operational Plan.

This Corporate Plan sets out how the National Council - ELWa will make progress towards achieving its vision in the three years, April 2002-2005, through a series of carefully chosen priorities for change. At the same time we will continue to deliver existing learning provision and programmes in accordance with ongoing commitments. Here too, we will seek continuous improvements in line with our priorities. We will review the Corporate Plan each year so that it always looks forward three years.

The Corporate Plan is complemented by an annual Operational Plan. This details what we aim to deliver, and how we intend to succeed in each year. This plan is also subject to approval by the Welsh Assembly Government.

1.0 Introduction

Our Vision

1.1 The Corporate Plan is set firmly within the context of our Corporate Strategy.

1.2 The National Council – ELWa’s Corporate Strategy describes our shared vision for learning in Wales:

Making Learning Work for You

Mynnwch Elwa ar Ddysg

1.3 Success in achieving this vision will mean that:

- every person in Wales has the *essential skills* needed for work, home and leisure;
- every person in Wales is motivated to *learn throughout life* and has the opportunity to learn in a way which suits their needs;
- the *knowledge* which exists and which is generated within Wales is used to create a successful, sustainable economy which is both prosperous and inclusive;
- every *business* in Wales values the benefits of learning, continually invests in developing its workforce, and can access the training it needs to move forward; and
- all *communities* in Wales value learning as a means of enabling everyone to play an active role in society.

1.4 The National Council – ELWa believes that success will only be achieved by adopting shared principles and working in partnership.

Adopting Shared Principles

1.5 If our shared vision is to be attained we believe learning must:

- be learner-focused;
- be flexible and responsive to individual, business and community need;

- be accessible to all, with parity of esteem between vocational and academic learning;
- be responsive to the social and economic needs of Wales;
- be benchmarked against the best in the world;
- give the confidence to understand and manage risk;
- inspire innovation, creativity and entrepreneurship; and
- enable people to contribute as active citizens towards Wales' diverse communities and cultures.

Working in Partnership

1.6 The National Council – ELWa's work is vital to Wales' future success, but will not be sufficient on its own. We believe that all those engaged in providing learning need to:

- commit themselves to the shared vision;
- adopt the principles;
- be willing to change; and
- show mutual trust and respect for others' contributions.

1.7 Wales needs partnerships with shared vision, thinking and action, which will challenge traditional approaches to the development of people. Successful collaboration is not always easily realised but we believe it is crucial. We will work wholeheartedly to achieve coordinated policy development and implementation.

The Mission and Role of the National Council – ELWa

1.8 The distinctive role of the National Council – ELWa in achieving the vision 'Making Learning Work for You / Mynnwch Elwa ar Ddysg' is defined by our mission which is:

To promote lifelong learning and provide world-class learning opportunities for all in Wales to fulfil their potential.

1.9 The National Council - ELWa is responsible for the *effective deployment* of Welsh Assembly Government funds for post-16 learning (excluding higher education) and will ensure that all activities which we develop, support and fund are in line with our mission. This will require robust evaluation and research.

1.10 We will *plan and invest in the learning infrastructure* (the people, the buildings and the learning environment – in schools, colleges, businesses and communities). We will ensure that there is parity of esteem for academic and vocational learning. We will require all

learning provision which we fund to be of a high quality and to equip the people of Wales with the relevant education and skills which will enable them to realise their full potential at home, work and in their communities.

1.11 We will *develop and promote the learning culture* in Wales. All our activities will be underpinned by the learning needs of our customers. We will pilot and develop new ways to widen and increase participation in learning.

1.12 We will provide *leadership for post-16 education and training* (excluding higher education). We will work in support of the Welsh Assembly Government's priorities including their ambition to make Wales' learning system one of the best in the world. To do this we need to develop a shared understanding of what constitutes excellence in the field of learning and how we can achieve that standard. We must work in partnership with others, and with urgency, on this key aspect of our mission.

1.13 We will ensure that we *complement, not duplicate*, the private and voluntary sector provision, which is independent of public funding. We will aim to increase private and other public investment in learning.

The Key Elements of our Strategy

Our Goals

1.14 Our Corporate Strategy describes our five goals, each of which is of equal importance. All are ultimately inter-dependent and we must succeed in each one if we are to achieve our vision.

Essential skills – throughout their lives everyone in Wales must be able to develop and apply the essential skills, such as communication, team building, problem solving and the ability to learn.

Creating lifelong learners – many more people need to be encouraged to embrace lifelong learning and, to achieve this, they require new and better ways to access learning. People should be able to move naturally from one learning opportunity to another throughout their lives.

Developing the ability to apply knowledge – we need to be more effective at working together to exploit the knowledge which already exists within Welsh businesses, academic institutions and other organisations, and to ensure that we have rapid and easy access to knowledge worldwide.

Skills for business – businesses require skills at all levels and in all disciplines to help them develop. They need to invest continually in developing their workforce. Businesses and individual workers should be encouraged to seek new skills, and we need to provide innovative ways of giving them those skills. We need to encourage learning providers and industry to work more closely together to plan for future needs.

Learning communities – people within our communities need the ability to acquire new skills and to become active citizens. This is vital if we are to have a society which values and includes everybody, and is culturally rich and diverse.

Cross-Cutting Themes

1.15 Our Corporate Strategy also sets out our commitment to, and our understanding of, our four cross-cutting themes of **sustainability**, **equal opportunities**, **bilingualism** and **social inclusion**. These are central to our strategy and we will ensure that they are an integral

part of all our activities.

Achievements in 2001-2002

1.16 The National Council - ELWa inherited the 2001-2002 operational plans of its predecessor organisations, the four Training and Enterprise Councils and the Further Education Funding Council for Wales. The majority of the contracts to provide learning for this period were signed prior to April 2001 when the National Council – ELWa came into existence. Despite the fact that most programme expenditure had already been determined, the National Council - ELWa has started to shape its activities in line with its ambitions for education and learning in Wales.

1.17 Our achievements during this first operational year include:

Results

- delivered performance against most 2001-2002 targets inherited from our predecessors, including support for:
 - 70,000 students (full time equivalent) in further education;
 - 25,000 young people undertaking vocational training;
 - 38,000 adults in training; and
 - 4,000 businesses with skills development.

- demonstrated our ability to respond effectively, by working in partnership:
 - to the needs of rural areas following the outbreak of Foot and Mouth Disease; and
 - to the needs of the individuals and communities affected by Corus and other redundancies;

Evaluation and Research

- development of an evaluation strategy and commenced the evaluation and reshaping of inherited programmes;
- started an open review of our inherited funding systems;

- started the planning for the 2003 Future Skills Wales survey, which will be used as the evidence base for population and workforce skills;

Strategy and Policy Development

- undertook the most comprehensive strategy consultation process ever within Wales to shape the National Council – ELWa’s future policies and plans;
- developed a number of projects in communities and businesses aimed at widening participation in learning;
- started detailed work on the development of effective learning strategies, notably e-learning and a strategy for bilingualism;
- developed and established pilots for networks of learning excellence;

Partnership Activity

- creation of a joint programme of activity with the Higher Education Funding Council for Wales, our sister Council in ELWa, including the deployment of the Knowledge Exploitation Fund;
- established memorandum of understanding and action plans with the WDA, Careers Wales and Employment Service and started developing partnership arrangements with Wales Local Government, Arts Council Wales and the Voluntary Sector , laying the foundations for long term partnerships for success;
- worked with the Community Consortia for Education and Training to develop regional and local priorities for action, as reflected in the regional statement of needs and priorities, and to develop new approaches to drive up quality and widen participation;

Organisational Developments

- established four regional committees to guide our work locally and regionally;
- became recognised as an Investor in People;
- completed an evaluation and job sizing of every position within the National Council - ELWa and the development of one set of terms and conditions across the organisation to replace the five inherited sets, including plans for equal pay; and
- started the reshaping of our organisation so that it is fit for the future and to achieve the Assembly Government's target for a reduction in running costs to release more for investment in learning.

2.0 The Context for this Corporate Plan

2.1 The National Council - ELWa faces hard choices on the balance of activities for the first three years of its strategy.

2.2 Crucial in informing this decision on prioritisation are:

- the Welsh Assembly Government's priorities;
- the Regional Statements of Needs and Priorities prepared by the National Council - ELWa's regional committees in consultation with the Community Consortia for Education and Training (CCETs) and with regional and local partners; and
- the National Council - ELWa's assessment of the challenges for learning, shaped in part by the consultation exercise on our Corporate Strategy.

The Priorities of the Welsh Assembly Government

(Table 1 inserted here – opposite text)

2.3 The National Council - ELWa is determined to ensure its Corporate Plan contributes towards meeting the objectives of the Assembly Government. The key policy documents and major action points for the National Council - ELWa are summarised in Table One.

2.4 They demonstrate a binding belief that economic and social success for individuals, businesses and communities in Wales will be achieved through learning.

'Education and training are of the first importance for Wales – they liberate talent, extend opportunity, empower communities and help create wealth.'

- Minister for Education and Lifelong Learning

Foreword to 'The Learning Country a comprehensive

Education and Lifelong Learning Programme to 2010'

2.5 'The Learning Country' states that **'above all, success depends upon a rapid acceleration in lifting our knowledge and skills base.'** This message is reinforced in 'A Winning Wales', the economic development strategy for transforming the economy of Wales. The Assembly Government's vision for a prosperous Wales is based on successful, innovative businesses with highly skilled, well-motivated people. The strategy emphasises the importance of raising not just skill levels, but Wales' learning performance at every level by:

- driving up standards and attainment;
- removing barriers to learning;
- strengthening links between learning and business;
- creating new opportunities for work based learning; and

- o providing lifelong learning for all.

Demanding targets have been set by the Assembly Government to accelerate growth. The availability of skilled people is central to the achievement of increased GDP.

2.6 The 'Skills and Employment Action Plan' and 'Cymru Ar-Lein' propose specific actions to take those priorities forward. The majority require new or extended action by the National Council - ELWa.

2.7 The Single Programming Documents for Wales' European programmes reflect the central importance attached to the contribution of education and training in the economic and social regeneration of Wales. Within the framework of European partnerships the National Council – ELWa provides an important contribution to the effective implementation of employment and skills projects.

2.8 The Assembly Government also attaches great importance to achieving social inclusion and cultural development, to offering a better deal for young people and to tackling the needs of rural communities. The National Council - ELWa is expected to make important contributions in all of these policy areas.

Regional Statements of Needs and Priorities

2.9 Many of the issues affecting the social and economic well being of Wales impact differently upon Wales' regions and localities. The challenges facing each of our four regions have been assessed by the National Council – ELWa's regional committees in collaboration with local Community Consortia for Education and Training and other regional and local partners.

2.10 The priority for action from these assessments is towards learning targeted at increasing the economic activity of individuals, addressing skills shortages and upskilling the existing workforce. The full regional assessments are published on the ELWa web-site - www.elwa.org.uk.

2.11 Table Two reflects the key issues raised in the regional assessments of needs.

(Table 2 inserted here – opposite text)

The Challenges Facing Wales

2.12 In addition, the National Council – ELWa has undertaken an overall assessment of the challenges facing learning in Wales. We gained much useful information from our consultation.

2.13 Over the past few years, an education and learning revolution has been underway in Wales. Considerable investment has been made in Wales' learning infrastructure. Many learning providers have attained high standards in terms of their provision of learning opportunities and have shown a capacity for innovation and flexibility in the changing policy environment of the last decade. There is much skill and experience upon which the National Council - ELWa will draw.

2.14 Nevertheless our research and consultation identified that many important challenges remain. These can be summarised as:

2.15 **Attitudes to Learning** - many people in Wales have a positive attitude to learning, others however regard education and learning as

a chore and do not value learning for either personal or economic fulfilment.

There is a need to change people's view of learning so that they see it as a way of creating a better future for themselves and for their families, in the work place and in their communities. The National Council – ELWa needs to help them to value learning and to motivate them to take part in learning opportunities.

2.16 Increased Investment in People - further investment is required in all learning opportunities, building upon the excellent results coming from many learners and learning providers.

It is important to reduce the numbers of people with low or basic skills and to increase the percentage of the workforce who regularly undertake training and learning.

There is a need to increase businesses' value of training as a key element of raising productivity and to encourage them to make incremental investments in training.

2.17 Technology Developments - new technology is creating new industries and changing old ones, as well as having a massive impact upon the way we live and work. All individuals, businesses and communities need routine access to the most up to date technology.

Based on recent experience of the pace of change the National Council - ELWa is sure that a great many of the technical skills that will be required in 20 years time do not yet exist.

There is a clear requirement to encourage all individuals to take part in learning throughout their lives and to ensure that they have excellent learning opportunities.

2.18 Demographic Change - Wales has a declining birth rate and an ageing population.

Current trends indicate that, over the next two decades the number of 15 to 24 year olds will rise, peaking in 2009 and then fall and the number of 45 to 64 year olds will rise considerably, as well as the number of retired people. There is a pressing need to encourage older adults of working age, whether they are currently employed or outside the labour market, to invest in their own learning opportunities.

Whilst the long term picture is of a static number of younger adults, between 2002-2005 there will be an estimated 6 per cent increase in the number of 16 to 19 year olds in Wales to whom the National Council - ELWa is required to ensure appropriate learning opportunities.

2.19 Increased Prosperity - Wales has experienced continued but moderate economic growth in recent history, but economic well being (as measured by GDP per head) is low when compared to the UK.

To increase prosperity, there is a need to raise productivity in existing jobs and to change the industrial structure of Wales, so that more

people work in high-growth and high added-value sectors. Also, there is a need to increase rates of economic activity (the proportion of the population working, studying or available for work).

In the immediate period of this Corporate Plan there is a need to respond to the high recorded levels of skills shortages.

In addition, the National Council - ELWa must provide the capacity to deal with the impacts of continued economic restructuring, as a consequence of UK, European and global economic and policy developments. Whether this is a new major business growing in Wales or the loss of jobs, the National Council – ELWa is required to meet the learning needs of individuals and communities and the skills needs of businesses.

2.20 **Social Cohesion** - while economic growth is a major goal for Wales, it is also essential to ensure that growth benefits all parts of Wales.

There is a need to address the disparities between communities and to ensure that economic and social progress is complementary and compatible with the needs of sustainable development.

Review

2.21 The overall context for the Corporate Plan can be summarised as high expectations and a great many demands. There is recognition that improvements to learning provision and attainment are vital for individual, business and community prosperity, and much needs to be done quickly. At the same time, there has been a strong call during our consultation to build on present successes and to proceed carefully with the National Council - ELWa’s wide range of duties. From April 2002, the funding of School Sixth forms and the development of the new Sector Skills Councils in Wales will be added to these responsibilities.

2.22 To help us make learning work for Wales, the Assembly Government is providing some additional programme budget and a special contribution in 2002-2003 towards the structuring of our own organisation. We shall put forward the case for further investment in learning in our next Corporate Plan. This will contribute to the Assembly Government’s input to the UK-wide public sector Comprehensive Spending Review.

2.23 It is the responsibility of the National Council - ELWa, against this background, to put forward clear priorities for action in this Corporate Plan.

Table One – The Welsh Assembly Government Strategies

Strategy Document	Implications for National Council – ELWa

Plan for Wales, 2001	The plan highlights the commitment to meeting the existing targets established by the Education and Training Action Plan. It emphasises the importance of understanding and developing the linkages between "developing the learning country" and the whole range of other Assembly Government responsibilities including health, the economy, community regeneration, the environment, rural Wales, the identity of Wales, modern government and ICT.
The Learning Country	This strategy describes the Assembly Government's aspirations and targets for education and learning in Wales for the period until 2010.
A Winning Wales and the Skills and Employment Action Plan	These twin documents set out a long-term strategy for the regeneration of the Welsh economy. They include a range of actions in the field of post-16 education and training which will be needed to transform economic prospects and develop Wales' innovative capacity.
European Structural Funds	Priorities have been established within strategic frameworks for Human Resources, Business, Community and Rural Assets which ensure structural funds are used in support of national plans and targets. These priorities will inform our programme development.
The National Basic Skills Strategy for Wales	An important framework for our goal of essential skills for all.
Cymru Ar-lein	The ICT strategy for Wales is the framework for our work on e-learning and raising demand and supply for ICT training at all levels, including the development of the broadband telecommunications infrastructure.
Communities First	The key Assembly Government initiative to tackle social exclusion in the most deprived parts of Wales. While our ambition is to make all communities "learning communities", our first Corporate Plan gives priority to these targeted communities.

Extending Entitlement – Young People	This strategy encompasses the key elements of government policy in relation to young people: learning, inclusion, citizenship and safety. We will offer full support to the new Young People’s Partnerships, ensuring clearly linked actions with CCET plans.
The Culture Strategy for Wales	The agenda for culture, sports and the arts in Wales: we are committed to examining how we can more effectively link learning and the promotion of cultural activities.
Farming For The Future	The comprehensive overview of the needs of farming, and more generally the rural community, will provide the framework in which we will take action in this sector and in rural Wales.
The Assembly Government’s Cross- Cutting Themes	The Assembly Government’s frameworks provide the context to our approach to sustainability, equal opportunities and social inclusion. Our fourth theme is bilingualism. Our strategy and actions will contribute to, and be shaped by, emerging Assembly Government policy.

Table Two – Issues Raised in the Regional Assessments

Essential Skills	Creating Lifelong Learners
<ul style="list-style-type: none"> ● priority must be given to understanding the reasons why individuals lack essential skills ● a targeted approach to supporting essential skills development should be adopted ● essential skills should be integrated into all programmes ● promote work ready, enterprise, basic ICT and personal development skills ● there is a need to support the delivery 	<ul style="list-style-type: none"> ● innovative marketing techniques required to expand the number of learners ● use ICT as an enabler ● develop examples of good practice as a means to widen participation ● develop and support bite-sized chunks of learning ● improve delivery infrastructure ● adopt a targeted approach ● broaden the range of provision available

<p>capability of the supplier network</p> <ul style="list-style-type: none"> • develop basic assessment capability 	<ul style="list-style-type: none"> • prevent migration of skills • develop innovative learning opportunities
<p style="text-align: center;">Developing the Ability to Apply Knowledge</p> <ul style="list-style-type: none"> • develop business – Higher Education – Further Education links • offer incentives to employers • support technology skills • develop an innovation strategy • develop an E-learning strategy • develop knowledge based businesses 	<p style="text-align: center;">Skills for Business</p> <ul style="list-style-type: none"> • focus on skills shortages and future requirements • support technical skills • support ICT skills and infrastructure • support soft skills including customer care • develop effective management training opportunities • promote links between businesses and providers • widen participation of businesses especially growth businesses • adopt a sector approach where appropriate • influence the curriculum
<p>Learning Communities</p>	
<ul style="list-style-type: none"> • engage learners in selected communities • develop a new programme for community learning • support community enterprises • support community champions 	<ul style="list-style-type: none"> • maximise opportunities for adult continuing education • develop a community strategy • promote good practice • support cultural activities • develop access courses

3.0 The National Council – ELWa’s Priorities 2002-2005

3.1 The National Council - ELWa has undertaken as thorough a process of strategic choice and informed debate on the balance of

priorities as is possible, based upon the evidence available to it now. Subsequent Corporate Plans will be informed by:

- the systematic views of learners;
- continuous evaluation of inherited and new programmes;
- an extensive research programme which will provide the basis for evidence based learning policy;
- a comprehensive planning framework, allowing adequate time for Community Consortia for Education and Training and the National Council – ELWa’s regional committees to prepare continuously improving Regional Statement of Needs and Priorities; and
- continued open debate and consultation.

3.2 The strategic choices for short term investment and development are dependent upon the balance of importance given to achieving social inclusion, the need to focus on the National Council – ELWa’s contribution to economic prosperity and the challenge of making learner – centred learning a reality. All three approaches are reflected to some degree in current Assembly Government policy and in the National Council – ELWa’s Remit Letter (January 2001) from the Assembly Government.

3.3 Three clear priorities have emerged for 2002–2005:

- in the light of the current economic situation in Wales and the challenge set in the national economic development strategy ‘A Winning Wales’ for a dramatic increase in prosperity, *the National Council – ELWa’s first priority must be given to learning which prepares the people of Wales to meet the needs of the local, national, UK and global economies;*
- the National Council - ELWa can only achieve world class learning by both investing in the learning infrastructure and ensuring that this investment results in higher levels of quality and high achievements amongst learners. *The National Council – ELWa’s second priority is to drive up the quality of learning in Wales, to reward provision that is responsive to demand, to increase understanding of what works and to develop models of effective learning for future programmes across all five goals; and*
- the National Council - ELWa needs to act now to start transforming the demand for learning across Wales. However, it is recognised that it would be wrong to raise expectations that cannot be met. *The National Council – ELWa’s third priority is to stimulate a learning culture amongst those in education and training and those in or available for work and to develop mechanisms which will empower learners by giving them purchasing power.*

4.0 Key Actions to Achieve National Council – ELWa’s Priorities

4.1 The National Council – ELWa’s first priority of the ‘economy’ will determine the balance of activity and spending *between* the five goals and *within* each of them.

4.2 The second and third priorities require investment in essential actions that will allow us to improve the supply of, and demand for, learning. They will contribute equally to the attainment of each goal.

Priority 1: The Economy

4.3 By March 2005 the National Council - ELWa aims to have made a measurable contribution to Wales’ economic performance. The specific actions to achieve this are described under each goal in section five. In summary we will:

- in essential skills, focus on *those who do not have, but are close to acquiring, the essential skills needed for work*, with the clear goal of enabling more people to be equipped for work thereby reducing economic inactivity;
- place emphasis on targeted and effective *management development and upskilling at and above NVQ level 3* to boost competitiveness and productivity;
- *target skills support on innovative growth companies*, which can make a difference to employment and wealth;
- develop appropriate *knowledge based business networks and innovation and entrepreneurship strategies*. This will help to create an environment which supports high quality start-ups and business growth; and
- support adult *community learning* that has the potential to contribute to the economic needs of Wales.

Whilst our priority is investing in learning which supports the immediate and longer-term requirements for economic prosperity; raising productivity levels; increasing the management, innovation and entrepreneurial capacity of Wales, and lifting economic activity rates, all our actions will contribute towards wider objectives, particularly social inclusion.

Priority 2: The Quality of Learning

4.4 By March 2005 the National Council – ELWa’s aims to have:

- introduced national systems for planning and funding the delivery of quality learning opportunities;
- systems that will allow action to be taken to address unacceptable governance performance and quality within learning providers; and

- o implemented and monitored pilot schemes to test new approaches to quality learning provision.

4.5 To achieve these objectives we will:

Ref	Action	Date
P1	Implement a comprehensive evaluation framework to gain a clearer understanding of the successes and failures within inherited programmes and ensure that all new programmes contain a robust evaluation process.	Effective April 2002
P2	Introduce an integrated and coherent planning framework for all those involved in providing learning, including a new set of performance measures and targets which link to the Assembly Government's targets for economic and social prosperity.	Effective September 2002
P3	Ensure the capability of each Community Consortia for Education and Training to undertake inclusive effective planning to improve learning choice and increase collaborative provision.	Effective September 2002
P4	Establish a policy making framework to inform all forthcoming policies and strategies on effective learning.	Effective September 2002
P5	Embed our approach to each of the four cross-cutting themes into all activities, including the establishment, wherever possible, of meaningful performance measures and targets.	Effective September 2002
P6	Clearly define the learning infrastructure to be developed in Wales, including our vision of the required statutory relationships, number and type of providers, performance and quality requirements.	By September 2002

P7	<p>Develop a coherent approach to quality throughout our activities including:</p> <ul style="list-style-type: none"> • a quality assurance scheme, applicable to all our providers, in consultation with providers, Estyn and other stakeholders; and • working with partners to develop an understanding of what constitutes excellence in learning. 	<p>Effective 2003</p>
P8	<p>Develop and implement a transparent and equitable national funding system for all post-16 education and training.</p>	<p>Effective September 2003</p>
P9	<p>Implement a credit and qualifications framework, which recognises informal and short duration learning, allowing progression within and across all education and training.</p>	<p>Effective April 2003</p>
P10	<p>Develop new efficient systems with key partners that meet the data needs of the National Council – ELWa, providers and customers.</p>	<p>Effective September 2003</p>
P11	<p>Develop an approach for providing and funding practitioner development opportunities for all those in the learning network.</p>	<p>Effective 2003</p>

Priority Three: Raise Demand for Learning

4.6 By March 2005 the National Council - ELWa aims to have:

- o implemented strategies and actions which ensure that all our customer groups have ease and equality of access to learning, and are given clear, relevant and persuasive information about the benefits of learning and the range of routes to it and through it; and
- o established a comprehensive, current and effective customer needs strategy that is used to drive all operational piloting, design, delivery, promotion and funding decisions.

4.7 To achieve these objectives we will:

Ref	Action	Date
P12	Introduce and expand campaigns to develop a culture of learning and to raise the demand for learning through an integrated approach to marketing between the National Council – ELWa and its providers.	Start April 2002
P13	Establish a comprehensive system to understand the needs and aspirations of our customers to ensure that our marketing and programmes are shaped in a way which is most likely to guarantee their success.	Effective June 2002
P14	Drive forward our e-learning strategy as a way of increasing access to knowledge world wide and flexible learning opportunities, including supporting the development of Wales' broadband infrastructure.	Effective September 2002
P15	Implement a new strategy for bilingualism which achieves a sustainable balance between increasing levels of demand and learning provision.	Effective September 2002
P16	Draw up a programme of work with partners, including ACCAC, which the National Council – ELWa should undertake on the development of learning content to achieve the National Council – ELWa's objectives.	Effective 2003
P17	Provide guidance and support to direct the coordinated and targeted use of European programmes.	Ongoing

Contribution to our Cross-Cutting Themes

4.8 These actions will contribute to our cross-cutting themes as follows:

- through developing and integrating policy frameworks for *each of the cross-cutting themes* we will ensure that all actions we take will impact positively upon the four themes;
- the emphasis in the funding review on making learning provision much more responsive to, and capable of "fitting in" with the existing patterns of individual learner's lives, will reduce the need to travel, contributing to *sustainable development*;
- *equality of opportunity* will be a key feature of the future learning infrastructure in Wales. Actions to develop the credit framework, the funding review and our e-learning and bilingualism strategies will all contribute to equal access to learning for all in Wales;
- in terms of *bilingualism*, the National Council - ELWa recognises that it is starting from a position of inconsistent provision and inadequate understanding of the true pattern of unmet needs. The actions here will establish a programme to extend bilingualism; and
- the work on the credit framework and the funding review will contribute to *social inclusion* by enhancing the recognition of, and funding for, the sort of informal learning which often provides the first steps for the economically inactive person back into learning and work;

Budget

4.9 The expenditure to implement our priorities to raise the demand for learning, to improve the quality of learning and to build new national frameworks for action requires investment throughout the period of this Corporate Plan. Provision is made for a sustained programme to raise the demand for learning, including new programmes for bilingualism and e-learning. Investment in the broadband infrastructure will continue throughout the period 2002-2005. The design and development of the national framework requires up front investment in the first year of the plan.

2001-2002	2002-2003	2003-2004	2004-2005
£18,550,000	£22,250,000	£21,350,000	£21,350,000

5.0 Key Actions to Achieve the National Council – ELWa’s Goals

5.1 We place great importance on the development of a set of specific performance indicators and associated targets to measure progress towards our vision and goals. We are seeking measures which will reflect the National Council – ELWa’s contributions and allow UK and international comparisons. This work is in-hand and will be complete by mid 2002. For this Corporate Plan we have utilised the inherited performance measures and targets of the Assembly Government.

5.2 The planned budget is presented for each goal. It combines the funding for the continuation of inherited programmes and new developments. As elsewhere, the overlapping nature of our goals means that expenditure in the goal will benefit achievements in other goals. Our evaluation of inherited programmes and the development of a new national funding framework will enable increased sophistication in budget planning during the period of this plan.

Goal 1: Essential Skills

5.3 The priority is to accelerate inroads into the inherited deficit in essential skills amongst those who have completed their formal education. At the same time the National Council – ELWa will work with its partners to ensure that in future, essential skills is firmly embedded in all education and training in Wales.

5.4 By March 2005 the National Council - ELWa aims to have:

- succeeded in raising the essential skills of those who are at risk of unemployment and those who are currently outside the labour market, but who are close to acquiring the skills they need to work;
- developed a robust approach to providing, through all learning, the "soft" skills which employers demand; and
- embedded entrepreneurship in the curriculum as an essential skill for everyone.

5.5 To achieve these objectives we will:

Ref	Action	Date
E1	Identify and disseminate "best practice" in Wales and elsewhere of how to raise individuals' awareness of their need for essential skills and to overcome the stigma associated with seeking support to address these needs.	Start 2002 – complete by 2004
E2	Take forward, with the WDA and others, the skills and curriculum issues raised in the Entrepreneurship Action Plan.	Effective 2002

E3	Raise awareness of the benefits of learning for those who lack essential skills through targeted marketing campaigns.	Start 2003
E4	Develop strategies for the individual elements of essential skills and ensure that these approaches are embedded into all National Council – ELWa’s learning programmes.	Effective 2004
E5	Work towards overcoming barriers which prevent individuals accessing essential skills training.	Effective 2005

5.6 In addition for the regions of Wales in response to each regional assessment we will:

North Wales

- identify areas where a lack of any of the essential skills of ICT, literacy, numeracy, key and generic transferable skills are particularly hampering the development of local businesses, communities and individuals; and devise and implement effective solutions.

Mid Wales

- address pockets of adult education, skills and training deprivation in the Welshpool, Newtown, Blaenau Ffestiniog and Brecon areas;
- identify means of reducing the instances of social exclusion caused by rurality and access difficulties;
- equip individuals with better work readiness and enterprise skills;
- focus support on addressing the instances of young people leaving school lacking any qualifications; and
- coordinate full and effective use of existing ICT equipment and facilities and develop a network of high quality providers with the necessary capacity to deliver basic/key skills to a wider audience.

South West Wales

- identify best practice in essential skills training and disseminate it throughout the region;
- increase the volume of trainees and the quality of provision to a higher standard;
- improve the quality of, and access to, basic literacy/numeracy/ICT Skills;
- promote ICT skills reflective of the modern economy;
- encourage the integration of ICT skills and key skills with general curriculum delivery; and
- emphasise the need for providers to enhance personal development skills.

South East Wales

- focus on 'Communities First' Wards - especially those within Blaenau Gwent, Merthyr, Rhondda Cynon Taff, Torfaen and Caerphilly; and
- provide a step change in the capacity of learning providers to both assess and deliver essential skills provision through the adoption of a 'preferred learning styles' approach.

5.7 We will only succeed with many of these actions by working closely with:

- the *Basic Skills Agency* on raising awareness of the importance of basic skills and gaining a common understanding of how best to meet basic skills needs;
- the *Employment Service* on identifying essential skills needs amongst the unemployed and by integrating provision within 'New Deal' and associated programmes;
- *ACCAC, Estyn, local authorities and pre-16 schools* on embedding essential skills within all parts of the curriculum;
- *Careers Wales* on identifying essential skills needs and advising individuals on how to address them; and
- the WDA on embedding entrepreneurship as an essential skill.

Contribution to our Cross-Cutting Themes

5.8 These actions will contribute to our cross-cutting themes as follows:

- the lack of basic skills is widely recognised as a major cause of social exclusion poverty. Our actions under this goal will contribute to promoting *equal opportunities* and *social inclusion*; and
- our activities to overcome the barriers that prevent individuals from accessing support for basic skills will support *equality of opportunity* for all; and
- our broader emphasis on essential skills will also contribute to *sustainable development* by securing the employability and incomes of those at risk in the labour market, thus contributing to levels of economic growth and social progress which meet the needs of everyone.

Performance Measures and Targets

5.9 Our key target is to contribute to:

- 350,000 working age adults to have acquired functional basic skills in literacy and numeracy.

Interim Performance Measures and Targets

How we will measure progress	What we aim to achieve			
	1999 actual	2002 estimate	2005 target	2010 target
% working age adults with functional basic skills in literacy	72	72	>90	>90
% working age adults with functional basic skills in numeracy	68	68	75	90

Budget

5.10 Much of our success in developing essential skills will be achieved as part of learning programmes, the funding of which is accounted for, in other goals. Nonetheless, we plan to increase our direct expenditure on essential skills. This will be focused on investment to remove the barriers to learning and the development of the capacity and skills of learning providers to facilitate essential skills learning.

2001-2002	2002-2003	2003-2004	2004-2005
£2,400,000	£4,500,000	£4,500,000	£4,650,000

Goal 2: Creating Lifelong Learners

5.11 Over the next three years, the National Council - ELWa will continue to meet its inherited commitments to individual learners already undertaking multi-annual courses. The National Council - ELWa is also required to meet its statutory requirement to fund appropriate full-time education for all those aged 16 to 19 who wish to continue studying. This is a major challenge as there will be a 6 per cent increase in this age group between 2002-2005.

At the same time, the National Council - ELWa will begin the process of reshaping learning provision to make it more responsive both to the needs of learners and our priorities.

5.12 By March 2005 the National Council - ELWa aims to have:

- o widened participation in lifelong learning through the development of local learning opportunities;
- o made progress towards achieving parity of esteem between academic and vocational routes and contributed to the Assembly Government's review of the 14 to19 curriculum;
- o piloted and developed new demand-driven mechanisms to engage individuals in lifelong learning, building upon the experience of the Individual Learning Accounts, but targeted on meeting economic needs; and
- o put in place a well-resourced staff-development programme to benefit our providers, exploiting the potential for collaboration between different providers.

5.13 To achieve these objectives we will:

Ref	Action	Date
L1	Secure proper facilities for full and part-time education and training for persons aged 18 and under and secure reasonable facilities for full and part-time education and learning for people aged 19 and over.	Ongoing
L2	Assure access and support for individuals with special learning needs.	Ongoing
L3	Assure access to and availability of retraining opportunities to those workers at risk of redundancy.	Effective 2002
L4	Identify and assist local projects through CCETs which will support the National Council – ELWa's vision for the learning infrastructure for Wales.	Effective 2002
L5	Pilot different approaches to engaging individuals in lifelong learning, building upon the experience of the Individual Learning Accounts, and piloting the right to free education to NVQ level 3.	Effective 2002
L 6	Develop a range of approaches to encouraging parity of esteem and participate in the consideration of the reform of the 14to19 curriculum.	Effective 2002

L7	Fund, through the recurrent funding formula, FE institution provision of education and learning for adults, in accordance with annual plans reflecting national and regional priorities (pending the introduction of a new national funding system).	2002/2003 academic year
L8	Integrate and understand our responsibilities for funding School Sixth forms.	Effective 2002
L9	Implement the results of a study into the use of culture, sports and the arts to engage new learners, reviewing activities that already take place.	Effective 2004
L10	Develop a coherent approach to the provision of capital funding and invest in the physical infrastructure of FE institutions and other learning providers.	Effective 2004
L 11	Support the development and piloting of the Welsh Baccalaureate.	Effective 2004
L12	Increase the provision of access funds and bursaries for young people to continue their education post-16.	Effective 2005

5.14 In addition for the regions of Wales in response to each regional assessment we will:

North Wales

- o develop and deliver a much enhanced, in both scale and scope, programme of placements within business and the voluntary sector for those employed in the delivery of learning to those sectors.

Mid Wales

- o ensure that our customers in Mid Wales have equality of learning opportunities compared with those in more urban parts of Wales through activities that include the development of innovative and sustainable approaches to delivering learning to small and scattered groups and the effective use of distance learning, including new technologies, as learning delivery tools;
- o address labour shortages in areas like Newtown, Welshpool and Brecon; and
- o ensure flexible provision of workplace learning opportunities.

South West Wales

- undertake a marketing and awareness raising campaign aimed at under represented and excluded (potential) learners;
- work with partners to promote a culture of continuous learning, and the means by which they may achieve it;
- through improved advice and guidance increase the number of individuals achieving recognised qualifications and accredited skills;
- promote the benefits of the single credit and qualifications framework; and
- upgrade the level of transferable skills and enhance the employability of employed and unemployed clients.

South East Wales

- together with CCETs, local authorities, and Head Teachers, improve our understanding and the potential flexibilities within the 14 to19 curriculum to better prepare young people and possibly their families, for the world of work and of embedding the capacity for lifelong learning.

5.15 To achieve success the National Council – ELWa will work with its partners as follows:

- the *Assembly Government, ACCAC, Estyn and the awarding bodies* on the review of the 14 to19 curriculum and the development of the Welsh Baccalaureate;
- *Further Education institutions* on ensuring appropriate learning opportunities are available;
- *Local Authorities and schools* on the integration of Sixth Form funding;
- *Careers Wales* on ensuring young people and others who use their services have access to impartial advice and guidance based on sound labour market information in order to make informed choices on learning; and
- *CCETs* on joint approaches to increasing participation in, and provision of, learning.

Contribution to our Cross-Cutting Themes

5.16 These actions will contribute to our cross-cutting themes as follows:

- it is widely recognised that a learning culture is an essential prerequisite for a successful economy. Our actions, which aim to create a new culture of "lifelong learners", will contribute to *sustainable development*;
- our commitment to ensure the provision of appropriate opportunities for those with special needs reflects our themes of *social inclusion* and *equal opportunities*, as does our intention of clarifying our role in supporting those with childcare and other caring responsibilities;

- increased support for access funds and our aim to focus new demand-driven mechanisms on those who would not otherwise access training will contribute to *equal opportunities*. Our capital funding will pay full regard to the need to ensure that all FE institutions and other training locations are accessible to disabled users;
- our contribution to the review and reform of the 14 to19 curriculum and our efforts to promote parity of esteem will ensure there are positive alternatives available to all young people thereby promoting *social inclusion*; and
- in terms of *bilingualism*, we aim to ensure that, in fulfilling our statutory responsibilities for 16 to19 years old, individuals can choose whether they study in the medium of Welsh or English.

Performance Measures and Targets

5.17 Our key targets are:

- 8,000 19 year olds to gain NVQ3 or equivalent.
- 80,000 working age adults without qualifications to obtain a qualification.
- 150,000 working age adults to obtain their first NVQ2 or equivalent.
- +10,000 working age adults in education and training each year.

Interim Performance Measures and Targets

How we will measure progress	What we aim to achieve			
	2000 actual	2002 est. position	2005 target	2010 target
<u>a) for young learners</u>				
% 16-18 year olds with qualifications	90	92	95.5	98
% 19 year olds with NVQ2 or equivalent	72	74	>81	>85
% 19 year olds with NVQ3 or equivalent	49	51	55	62
% 16-19 year olds with Welsh Baccalaureate	0	0	0	25
<u>b) for adult learners</u>				
% working age adults with qualifications	81	83	88	90
% working age adults with NVQ2 or equivalent	61	63	>72	>80
% working age adults with NVQ3 or equivalent	40	42	>52	>60
% working age adults with NVQ4 or equivalent	23	25	<30	>30

No. working age adults in education and training	*	*	+10,000pa	+12,000pa
% FE courses reaching highest standards *	Grade1:11* 1&2:71	Grade 1:11 1&2:71	Grade 1: 16 1&2: 73	Grade 1: 20 1&2: 90
No. of students assisted by student support funding	By 2007, an additional 36,000 students to have been attracted into higher and further education helped by the substantial new provision for student support funding			

* Performance is for 2001

Budget

5.18 This is our largest single budget area as it includes funding for School Sixth forms and Further Education institutions. For School Sixth forms, the Assembly Government has guaranteed funding for students starting courses in September 2002. For planning purposes, and until we better understand School Sixth form funding and have developed a new national funding system, this budget assumes a constant level of School Sixth form funding.

2001-2002	2002-2003	2003-2004	2004-2005
£233,100,000 ¹	£330,000,000	£326,850,000	£328,600,000

¹ Excludes School Sixth forms

Goal 3: Developing the Ability to Apply Knowledge

5.19 Over the next two years, we will build on the encouraging start made by the Knowledge Exploitation Fund to increase Wales' capacity to share and exploit more fully the knowledge which already exists within businesses and further and higher education institutions. At the same time, we will work with partners to gain a much clearer understanding of the long-term requirements for creating a successful and sustainable knowledge economy and increasing innovation in Wales.

5.20 Working with our partners, including the Higher Education Council – ELWa, the Assembly Government and the WDA, by March 2005 the National Council – ELWa aims to have:

- developed and commenced delivery with our partners, an innovation and knowledge economy strategy;
- stimulated the creation of appropriate knowledge-based business networks; and
- invested in developing high-level skills required for a knowledge-based economy, including ICT.

5.21 To achieve these objectives we will:

Ref	Action	Date
K1	Develop and deliver the Knowledge Exploitation Fund (KEF).	2002-2004
K2	Develop a shared plan for the future knowledge economy to better guide and assess the impact of different interventions.	Effective 2003
K3	Develop a "futures" capability with partners.	Effective 2003
K4	Develop sectoral approaches to business networks, integrating with the new Sector Skills Councils, in order to increase the numbers of individuals achieving higher level skills.	Effective 2004

K5	Drive forward a programme to establish collaborative approaches to the concept of networks of excellence, supporting particular sectors and themes and bringing together academic and business expertise.	Effective 2005
K6	Implement the findings of research to inform the development of future strategies for the National Council – ELWa, including innovation and ICT skills.	Effective 2005

5.22 In addition for the regions of Wales in response to each regional assessment we will:

North Wales

- o produce, in partnership with the North Wales Economic Forum, a regional development strategy for North Wales.

Mid Wales

- o ensure that the development of appropriate skills in the region is coordinated with the attraction of appropriate high value/technology businesses to the region, including the development of the proposed new business and technology park at Aberporth;
- o tailor skills programmes to the needs of key developing sectors e.g. biotechnology, renewable energy, defence ‘spin outs’, high value manufacturing and media;
- o encourage businesses to develop knowledge and ideas through networking with each other;
- o work with partner organisations to develop and extend activities that encourage young and other people to remain or return to live, work and develop a career in Mid Wales; and
- o make people on learning programmes aware of new technologies and ideas that may be applicable within their (future) employment situations.

South West Wales

- o make the case to business and providers of the mutual advantages of working together to enhance pre-employment learning, entrepreneurial skills, wealth creation capabilities and product and process knowledge development;
- o work closely with selected SMEs;
- o promote joint working with employers and learning providers including those in higher education; and
- o ensure that all opportunities presented by KEF are exploited.

South East Wales

- o work with partners, especially the SE Wales Economic Forum to:
 1. develop and implement a package of support to meet the HRD requirements of businesses wishing to enhance their innovation capacity;
 5. encourage the setting-up of business to business networks;
 5. develop the skills training provision necessary to enable providers of learning and businesses to take advantage of the availability of broad band technology; and
 5. integrate current sector based activities more effectively within our and partner operations.

5.23 In the case of this goal, our partnerships are essential and in many cases, we will be a supporting, rather than lead, organisation. In particular, we will need to work closely with:

- o the *Assembly Government, the WDA and Higher Education Council - ELWa* on the model of the knowledge economy, our futures capability and the innovation strategy;
- o the *WDA and Higher Education Council - ELWa* on Networks of Excellence (ensuring a link to the Techniums and the new Technology Commercialisation Centre) and the Knowledge Exploitation Fund; and
- o the emerging *Sector Skills Councils and other partners including the Wales Tourist Board* on taking forward sectoral approaches.

Contribution to our Cross-Cutting Themes

5.24 These actions will contribute to our cross cutting-themes as follows:

- o our work on defining a model for the future knowledge economy will take into account the need to respect *sustainable development* and the emphasis in 'A Winning Wales' on the role which clean technologies can play in underpinning economic success;
- o our work with the Sector Skills Councils to develop appropriate skills for industry will also support *sustainable development* by ensuring that only relevant training opportunities are developed; and
- o the skills information provided through the Sector Skills Councils and other bodies such as the Wales Tourist Board will support *equal opportunities* by ensuring that all potential entrants to these sectors are aware of the opportunities within that sector.

Performance Measures and Targets

5.25 We have not inherited any specific performance measures or targets in this area of activity. We aim to develop them for our next Corporate Plan in Autumn 2002. Our initial target, however, is to contribute towards:

- o 80,000 working age adults to obtain NVQ4 or equivalent.

Budget

5.26 Our detailed expenditure plans for this goal will be determined by a precise joint action programme to be agreed with our major partners; the Assembly Government, WDA and Higher Education Council – ELWa. The increased budget includes an initial provision for this activity. The present Knowledge Exploitation Fund is funded until 2003-2004 by ring-fenced Grant-in-Aid from the Assembly Government and European structural funds. The Fund has had a positive and early impact, but no provision is made for the start of a second Fund in 2004-2005 until the National Council – ELWa has undertaken a rigorous evaluation of the contribution of the first Fund. Hence, the overall budget for this goal shows a reduction in the final year.

2001-2002	2002-2003	2003-2004	2004-2005
£9,900,000	£13,000,000	£13,000,000	£10,000,000 ¹

¹ Excludes Knowledge Exploitation Fund

Goal 4: Skills for Business

5.27 Over the next three years, we will focus much of our attention in developing a coherent approach to supporting business, in place of the fragmented pattern of skills provision which currently exists. Our role is to ensure that businesses with potential for growth have access to the training they need to develop.

5.28 By March 2005 the National Council - ELWa aims to have:

- developed a seamless approach to business support with the WDA and other partners;
- developed a new and simplified range of skills support which meets the needs of business;
- increased private sector investment in learning;
- developed and implemented an effective all-Wales Management Development programme; and
- raised demand for, and investment in, workplace learning.

5.29 To achieve these objectives we will:

Ref	Action	Date
B1	Fund Modern Apprenticeships and Work Based Learning for Adults in line with national and regional priorities, pending the outcome of the development of an all-age work based programme.	Ongoing
B2	Develop an integrated approach to education – business links through teacher and lecturer placements, as well as promoting secondments into schools, FE institutions and other learning providers.	Effective September 2002

B3	Support the "Team Wales" approach to sustainable economic development by working in partnership to develop appropriate skills as required by inward investors and supporting the retraining required to ensure that Welsh businesses remain competitive.	Effective 2002
B4	Increase access to management development programmes within Wales though piloting new approaches, with the aim of embedding a culture of learning amongst managers.	Effective 2002
B5	Implement a focused approach to the delivery of all business services, including Investors in People.	Effective September 2002
B6	Pilot a range of approaches to increase skills levels, including Company Learning Accounts.	Start 2002 Complete by 2005
B7	Maximise the impact of the new statutory basis of workforce learning representatives on increasing demand for learning within the workplace with employers and trades unions.	Effective 2003
B8	Develop the single gateway for business support working closely with the WDA and others.	Effective 2003
B9	Develop a skills foresight capability through taking on a new role for Sector Skills Councils in Wales and undertaking a second comprehensive survey of employers and learners (Future Skills Wales).	Effective 2004
B10	Raise and meet the demand for skills for business through research into effective clusters and networks, and other successful approaches to engage businesses in training.	Effective 2004

5.30 In addition for the regions of Wales in response to each regional assessment we will:

North Wales

- o develop and implement a mechanism for ensuring a regular two-way flow of information on learning needs between local businesses and provider organisations;

- develop focused start-up and growth oriented learning packages, including vocational learning for current employees, in consultation with WDA and knowledge based companies; and
- increase the number of graduates and young people, with ambitions to start their own business, taking appropriate management education and training.

Mid Wales

- prioritise the provision of effective management development support, particularly to small and medium sized businesses with growth potential;
- develop improved methods of identifying and addressing skills shortages particularly with regard to "new" technologies and management capability;
- enable businesses to develop the skills necessary to capitalise upon the opportunities presented by ICT;
- focus support on sectors that are key to the economic and wider needs of the region, including agri-food and seafood, culture and heritage, forestry and wood products, high value added manufacturing, ICT, media and multi-media, renewable energy and environmental goods and services and tourism; and
- improve the support structure for medium and large businesses by developing education links and supply chain initiatives.

South West Wales

- identify, disseminate and promote good management and business practice via improved links between industry and providers;
- work with providers to render their learning culture more commensurate with the world of employment and their curriculum more relevant to the needs of employers and employees;
- promote relevant preparation for school leavers;
- raise awareness in SMEs of the benefits of investing in human resource development, in all respects;
- target management and strategic skills among owner-managers; and
- target customer care skills in industries such as tourism and hospitality.

South East Wales

- undertake detailed sector focused supply and skills requirement plans, to inform provision for 2003-2004 onwards. Early attention will be given to the needs of media and new media; advanced engineering and manufacturing and business service sectors. Plans will be informed by close contact with WDA and Sector Skills Councils;
- direct support to those businesses which have not previously received public support for skills development - especially within the upper valley areas; and

- ensure that the emerging needs of businesses are quickly reflected in suppliers capacity to deliver.

5.31 Success will only be achieved by working with:

- the *Assembly Government, ACCAC, Estyn and awarding bodies* on developing new policies and programmes for work-based learning;
- the *WDA, Business Connect and the Wales Tourist Board* on streamlining business support and targeting growth companies;
- *CBI, FSB and the trade unions* on raising awareness of, and demand for, learning in the workplace;
- the *Future Skills Wales Partnership and Sectors Skills Councils* on labour market information and intelligence and frameworks for vocational learning; and
- *Careers Wales* on ensuring that their advice and guidance is based upon sound labour market information.

Contribution to our Cross-Cutting Themes

5.32 These actions will contribute to our cross-cutting themes as follows:

- by underpinning Wales' economic success and thus helping to secure the high and stable levels of economic growth and employment which is a key element of *sustainable development*; and
- developing an all-age "apprenticeship" and working with trades unions to build on the positive experience of the Wales Union Learning Fund (which has successfully engaged some of the least qualified individuals in workplace learning) will contribute to *equal opportunities* and to *social inclusion*.

Performance Measures and Targets

5.33 Our key targets are:

- 14,000 Modern Apprenticeships and Modern Skills Diploma for Adults in training each year.
- 12,000 firms to benefit from management development and skills support.
- 685 firms to achieve Investors in People.
- 170,000 working age adults to obtain their first NVQ3 or equivalent.

Interim Performance Measures and Targets

How we will measure progress	What we aim to achieve			
	2001 actual	2002 est. position	2005 target	2010 target
number of working age adults in training on Modern Apprenticeships or Modern Skills Diploma for Adults at NVQ3+ (actual)	12,800	13,500pa	+14,000pa	+14,000pa
% organisations employing less than 50 people achieving liP (actual)	* (736)	* (870)	* (1,500)	* (+1,500)
% organisations employing between 50 and 200 people achieving liP (actual)	25 (307)	28 (340)	38 (460)	51 (620)
% organisations employing 200+ achieving liP (actual)	41 (156)	46 (170)	58 (220)	80 (300)
% SMEs assisted with management development (actual)	* (1,310)	* (2,700pa)	* (4,500pa)	*

* - percentage figures not available

Budget

5.34 Within this goal, we plan considerable budget redeployment to focus on the skills needs of businesses, including management development. The nominal reduction in the budget reflects the completion of ring-fenced expenditure associated with the Corus redundancies.

2001-2002	2002-2003	2003-2004	2004-2005
£96,850,000	£107,850,000	£103,000,000	£104,000,000

Goal 5: Learning Communities

5.35 Over the next three years, we will work with priority communities to pilot new ways of engaging people in learning in, for, through and with the community. We will place a premium on ensuring that provision of learning opportunities in these communities is demonstrably responsive to the needs as the communities themselves define them. Particular focus will be given to the economic impact that such developments will have on communities, especially the impact on employment, sustainability, entrepreneurship and empowerment.

5.36 By March 2005 the National Council – ELWa aims to have:

- developed a model for evaluating the extent to which outreach provision is embedded in the community;
- piloted new approaches to increasing demand for community learning on the basis of a clear understanding of best practice; and
- ensured that we are making best use of the existing learning infrastructure within targeted communities (e.g. schools) to provide learning opportunities for all.

5.37 To achieve these objectives we will:

Ref	Action	Date
C1	Ensure that provision of Adult and Community Education reflects the needs of local communities and provide funding accordingly.	Ongoing
C2	Recognise the value of the voluntary and community sectors as employers and develop ways to support their distinctive needs in our learning programmes.	Effective 2002
C3	Pilot a range of approaches to maximising the available capacity, including schools, to act as a resource for community learning.	Effective 2002
C4	Develop our understanding of "best practice" in Wales and elsewhere of how to engage communities with low levels of participation in learning.	Effective 2004
C5	Pilot new approaches for community based learning, including Community Learning Accounts.	Effective 2004

5.38 In addition for the regions of Wales in response to each regional assessment we will:

North Wales

- o develop strategies, through consultation and partnership, for engaging learners in communities which are either suffering from social exclusion as defined by the Communities First strategy and/or known to local providers of learning to be areas where residents have a poor history of participation in learning.

Mid Wales

- o develop our understanding of the learning needs of communities and the strengths and weaknesses of existing support to them;
- o develop a strategy for education and training support within community regeneration and development activities;
- o integrate learning activities with the wealth of cultural and social activities that occur in the area;

- assist communities to develop the skills to promote their own successes; and
- encourage communities to learn from each other by establishing community partnering or linking arrangements in Mid Wales.

South West Wales

- disseminate identified good practice
- utilise expertise from community-based and voluntary organisations;
- encourage participation from socially disadvantaged individuals and communities;
- improve marketing of the educational opportunities available and the benefits of participating in learning;
- improve the diagnosis of dyslexia among adults; and
- increase the availability of learning support for such people, by promoting staff training.

South East Wales

- develop and deliver 'themed' community learning interventions working with CCETs and Communities First partnerships; and
- support the regeneration of those areas affected by the Corus closure, including the five authorities covered by the greater Gwent area. Considerable changes to the learning infrastructure will be supported within the Merthyr Tydfil area.

5.39 We will only succeed with these actions by working closely with:

- the *Assembly Government, Local Authorities and other partners* on targeting communities in the context of Communities First and our Regional Statements of Needs and Priorities;
- *Community and voluntary groups* on capturing best practice and developing new approaches to stimulating demand for community learning and empowering communities; and
- *Local authorities and schools* on taking forward the concept of "community schools".

Contribution to our Cross-Cutting Themes

5.40 These actions will contribute to our cross-cutting themes as follows:

- our emphasis on priority communities will ensure that our work will be strongly focused on promoting *social inclusion*;
- by piloting demand-driven mechanisms such as a Community Learning Accounts and by looking to strengthen the accountability of existing Adult and Community Education providers to the communities which they serve, we will be empowering communities, thus contributing to both *social inclusion* and *equal opportunities*; and.

- o in terms of *sustainable development*, our actions will contribute to ‘social progress which meets the needs of everyone’. It will also support the ‘effective protection of the environment and the prudent use of natural resources’, by making best use of existing facilities, such as schools and ensuring the availability of learning opportunities in local communities, thus reducing the need to travel.

Performance Measures and Targets

5.41 For this goal we have not inherited any specific performance measures and targets. They will be developed for our next Corporate Plan. Our initial target is:

- o +3,000 per annum increase in adults in any form of learning from the poorest wards in Wales.

Budget

5.42 Over the planning period we aim to readjust existing expenditure in support of our priorities. The budget increase will contribute to helping more people back to work.

2001-2002	2002-2003	2003-2004	2004-2005
£7,150,000	£9,500,000	£9,500,000	£9,600,000

Developing our Organisation

5.43 Success in delivering this Corporate Plan and realising the vision in our Corporate Strategy will be determined by our own organisational philosophy and values; the commitment, enthusiasm and motivation of our staff; our internal organisational structures; our financial and audit systems and procedures; and, our performance framework.

5.44 The National Council – ELWa’s structure with its strong regional offices and no headquarters demonstrates a new way of working.

This gives a unique opportunity to work flexibly in teams across corporate, regional and functional boundaries, developing the experience, knowledge and contributions of all members of staff.

5.45 We recognise that the organisational structure of the National Council - ELWa will continue to evolve throughout the period of this Plan as we respond to the changing needs of learners, new learning provision, new planning and funding systems and the restructuring of programmes in response to objective evaluation and pilot development.

5.46 By March 2005 the National Council - ELWa aims to have:

- o established ourselves as an exemplar learning organisation, with systems and procedures that motivate and stimulate staff involvement;
- o delivered knowledge and performance management systems and created a performance culture;
- o developed and embedded approaches to our cross-cutting themes in all activities, both internal and external; and
- o implemented our own ICT strategy, enabling us to exploit the benefits of a dispersed organisation.

5.47 To achieve these objectives we will:

Ref	Action	Date
D1	Develop and implement an organisational structure that will support the development of national frameworks delivered through strong regional offices and which is responsive to local and national needs. Commission an independent review of the structure to ensure that it is efficient and effective.	By 2003 2003 -2004
D2	Through rigorous analysis of our business processes and systems, develop more effective and efficient ways of working, enabling us to operate at reduced running costs whilst driving up the quality of provision.	By 2004
D3	Develop and maintain robust recruitment, selection and reward processes.	By 2003
D4	Establish high quality systems of internal management and governance, and support ongoing training, to ensure that all members of the National Council - ELWa and Regional Committees are fully aware of the environment within which the National Council – ELWa operates.	By 2003

D5	Provide staff with career opportunities through appraisals, internal recruitment, succession planning, management development and training plans.	By 2003
D6	Develop and maintain policies and procedures to embed our commitment to the cross-cutting themes in our workplace.	By 2003
D7	Implement an internal quality improvement and assurance strategy as part of our commitment to achieving EFQM accreditation.	By 2003
D8	Establish and fully integrate appropriate financial and risk management systems and procedures for the effective use of public funds.	By 2003
D9	Implement internal systems and procedures to allow us to obtain the maximum contribution from ESF and other revenue sources in support of our corporate strategy.	By 2003
D10	Establish and maintain systems to enable organisational efficiency, including internal communications and technological solutions.	By 2003
D11	Implement a programme of internal change management, to develop an environment, which encourages creativity, innovation, and the maximum involvement of all staff.	By 2004
D12	Develop and maintain robust systems for data analysis and knowledge management.	By 2004

Contribution to our Cross-Cutting Themes

5.48 We will ensure that all our actions as an organisation will have a positive impact upon all our cross-cutting themes:

- we will embed the concept of *sustainability* into all activities, provision and pilots. We will ensure that our policies do not encourage stop – start approaches to project development and that, wherever possible, our activities are linked to wider public sector activities and thereby maximise the use of public funds. Our organisational structure and commitment to ICT as an everyday tool will contribute to environmental sustainability;
- our commitment to become a model of best practice as an employer, committed to *equal opportunities* will demonstrate that we value the cultural, social and economic benefits of employing a diverse workforce;

- o our internal commitment to *bilingualism* will be reflected in our activities with our learning providers and our relationships with the individuals, businesses and communities of Wales; and
- o our commitment to a new way of working will support *social inclusion* policies and will encourage others.

Performance Measures and Targets

5.49 Measures will be developed to allow UK and international benchmarking of our organisation. Benchmarking will guide a focused approach to continuous improvement. Initial targets are:

- o Maintain Investors in People recognition.
- o Achieve initial EFQM assessment in the range 350-450.
- o 15.5 percent reduction in running costs from 4 percent to 3.5 percent of the overall budget.

Budget

5.50 Our core budget for running costs (excluding VAT) in 2002-2003 is £17,004,000, an 11.9 percent reduction from our planned 2001-2002 expenditure of £19,304,000. By 2003-2004 we plan to reduce running costs even further; a 15.5 percent reduction from 2001-2002. To allow these sustainable savings to be made the Assembly Government has agreed a one-off budget of £3,000,000 towards organisational reshaping of the National Council – ELWa during 2001-2003. This includes redundancy costs and replacement office accommodation in Swansea.

5.51 The savings in running costs will be achieved by a combination of reductions to staff and associated costs and to other overhead expenditure which represented 71 percent and 29 percent respectively of our 2001-2002 budget.

2001-2002	2002-2003	2003-2004	2004-2005
£21,154,000	£21,292,000	£17,842,000	£17,842,000

Annex 1 – National Council – ELWa : Corporate Plan 2002-2005

Income Summary

Income¹	2001 – 2002	2002 – 2003	2003 – 2004	2004 – 2005
	£	£	£	£
Grant-in-Aid ²	350,379,000	462,612,000	452,212,000	⁶ 452,212,000
Corus ³	1,200,000	5,000,000	0	0
Knowledge Exploitation Fund ³	5,000,000	5,000,000	5,000,000	0
European Social Fund and other income	3,000,000	8,500,000	15,000,000	20,000,000
Broadband ³	8,400,000	6,000,000	6,000,000	⁶ 6,000,000
Programme Income	367,979,000	487,112,000	478,212,000	478,212,000
Running Costs ⁴	20,804,000	18,642,000	17,842,000	⁶ 17,842,000
Restructuring ⁵	350,000	2,650,000	0	0
Total Running Costs	21,154,000	21,292,000	17,842,000	17,842,000
Total	389,133,000	508,404,000	496,054,000	496,054,000

Notes:

1. Cash budget.

2. Grant-in-Aid 2002-2003 onwards includes funding for School Sixth forms and a Skills Development Budget to support the work of the Sector Skills Councils.

3. These are ring-fenced allocations.

4. Includes an additional allowance from April 2002 onwards for responsibilities to the Sector Skills Councils.

5. The Assembly Government has agreed a restructuring budget of £3,000,000.

6. These are the Assembly Government's figures for planning purposes only.

Annex 2 – National Council – ELWa : Corporate Plan 2002-2005

Headline Targets and Expenditure Summary

Action /Headline Targets	Budgets			
	<u>2001-2002</u>	<u>2002-2003</u>	<u>2003-2004</u>	<u>2004-2005</u>
	£	£	£	£
<p>Priorities</p> <ul style="list-style-type: none"> - The Economy - The Quality of Learning - Raise Demand for Learning 	18,550,000	22,250,000	21,350,000	21,350,000
<p>Essential Skills</p> <ul style="list-style-type: none"> - 350,000† Working age adults to have acquired functional basic skills in numeracy and literacy. 	2,400,000	4,500,000	4,500,000	4,650,000
<p>Creating Lifelong Learners</p> <ul style="list-style-type: none"> - 8 000† 19 year olds to gain NVQ3 or equivalent. - 80,000† Working age adults without qualifications to obtain a qualification. - 150,000† Working age adults to obtain their first NVQ2 or equivalent. - +10,000pa‡ Working age adults in education and training each year. 	233,100,000	330,000,000	326,850,000	328,600,000
<p>Developing the Ability to Apply Knowledge</p> <ul style="list-style-type: none"> - 80,000‡ Working age adults to obtain NVQ4 or equivalent 	9,900,000	13,000,000	13,000,000	10,000,000

Skills for Business - 14,000 Modern Apprenticeships and Modern Skills Diploma for Adults in training each year. - 12,000 Firms to benefit from management development and skill support. - 800 Organisations to achieve Investors in People. - 170,000† Working age adults to obtain their first NVQ3 or equivalent.	96,850,000	107,850,000	103,000,000	104,000,000
Learning Communities - +3,000pa Adults in any form of learning from the poorest wards in Wales.	7,150,000	9,500,000	9,500,000	9,600,000
Developing Our Organisation - Maintain Investors in People recognition. - Achieve initial European quality assessment in the range 350-450. - 15.5% Reduction in core running costs from 4% to 3.5% overall budget.	21,154,000	21,292,000	17,842,000	17,842,000
TOTAL	389,133,000	508,404,000	496,054,000	496,054,000

NOTES

† Significant contributions to these targets will be made by changes in schools and other sectors outside National Council - ELWa's direct control.

‡ These targets include significant expected contributions from the Welsh Higher Education sector.

1. The expenditure elements do not total due to rounding.

2. Approx £15,000,000 pa of the Innovation and Development Fund has been allocated to each budget line in accordance with our three priorities. The actual pattern of expenditure will vary in-year.

3. Expenditure in one goal area will benefit, in many cases, other goals.