

V.09.24

Draft Dublin Adult Learning Centre

Strategic Development Plan

2025-2028

Vision Statement

DALC's vision is for a North Inner City Dublin where every adult has the opportunity to participate fully in their community through the realisation of their right to basic education.

Mission statement

To provide a holistic range of high quality basic education services rooted in the context of communities living in the North Inner City.

Our Belief

Being literate means being able to communicate, read, write and use numeracy and information technology competently to deal with situations and opportunities in your own environment. It means being able to fulfil your own goals as a family and community member, citizen and worker. Being literate depends on what you need or want at a specific time. Being literate is part of a lifelong learning continuum.

The Centre operates according to the following principles of adult education:

- Is respectful of the status of students as adults
- Practice is rooted in the diverse communities of the North Inner City
- Operates on a social practice model which is participative, creative and transformative
- The work is underpinned by principle of social justice

With this in mind, DALC provides adult education programmes that develop reading, writing, language, digital literacy and numeracy skills.

Goal 1

Provide high quality community-based basic adult education primarily to residents of the North Inner City.

Objectives	Key Performance Indicators
To recruit and retain participants in all classes	<ul style="list-style-type: none"> ● Target group identified in Strategic Development Plan ● 550 students recruited during the course of the year from January to December ● Number of original students in class does not fall below 50%. ● Fill all places left in classes with continuous intake
To provide a range of classes to meet the varied needs of students as per mission	<ul style="list-style-type: none"> ● Provided a minimum of a 55 classes per week ● Provided classes in the areas of Literacy, numeracy, IT and Community Education as per our Mission. ● Implemented 100% of achievable recommendations from the course evaluation process
To Communicate effectively with appropriate referral agencies	<ul style="list-style-type: none"> ● Maintained a list of current referral agencies ● Organise a meeting with local referral agencies each September ● Interview all referrals
To Promote the centre and its activities within the community in the North Inner City	<ul style="list-style-type: none"> ● Run 2 Promotional campaigns throughout the year to recruit for the Centre in general ● Advertised all new courses on Facebook and Instagram ● Analyse results of promotional campaigns through review of social media analytics, referrals and the database ● Participate in the Learning Neighbourhood festival ● Participate in the Aontas Learners' Festival
Proactively engage with local agencies around changes in demographics in order to provide and address the emerging educational needs of the community	<ul style="list-style-type: none"> ● Attend 80% of Dublin ETB ACE Forum meetings which is tasked with the delivery of ABE in the area ● Attend 60% of NEIC task force meetings ● Provide new programmes where emerging needs are identified.
To design quality programmes that develop basic and life skills through the use of materials relevant to students' lives	<ul style="list-style-type: none"> ● Engaged with QQI in respect of level 3 General Learning Programme Re-validation ● Hold at least 6 R&D Programme Review and Design Meetings per year

	<ul style="list-style-type: none"> ● Create briefs for ‘Skills for the 21st Century by May 2025. ● Apply to QQI for Level 3 programme ‘Skills for the 21st Century’ by June of 2025.
To share best practice internally in developing programmes	<ul style="list-style-type: none"> ● Produce a term Programme of staff training development, based on staff needs and requests. ● Arrange for the completion of training of 3 tutors in Programme Design from Maynooth University by September 2025

Goal 2

To ensure the quality and appropriateness of the education programmes provided by the Centre

Objectives	Key Performance Indicators
To conduct an annual evaluation of all courses	<ul style="list-style-type: none"> ● Conduct Annual Student and tutor evaluation in Spring of each year. ● 100% tutors complete evaluation ● 60% of all students complete evaluation
To continue to provide accredited programmes at levels 2-4 as per QQI validation approval	<ul style="list-style-type: none"> ● 100 students enrolled on QQI programmes accredited at levels 2-4 ● 100% success rate of students put forward for QQI accreditation ● Maintain record of all students who attained accreditation on an annual basis
To ensure the QQI accreditation system already in place is maintained to the highest standard	<ul style="list-style-type: none"> ● Display QQI provider status in reception ● Annual Reports of QQI Internal Verifier and External Authenticators confirm that the system required by QQI for the authentication of awards is to the highest standard in accordance with DALC’s documented procedure ● All students receive their certificates either at annual award ceremony or posted out ● Quality Committee review the QQI Accreditation system and results annually
To develop an assessment system for linking student progress to stated aims and objectives of non-accredited courses	<ul style="list-style-type: none"> ● Learning outcomes recorded in all Students’ port-folios evidencing work ● 60% of all Students evaluated annually
To use technology to create our own digital resources to suit our learners’ needs.	<ul style="list-style-type: none"> ● Annually update inventory of all technology and apps/software available in the centre on the dalconline.ie platform ● Provide a minimum of 1 training for tutors per year on some aspect of relevant new technology

	<ul style="list-style-type: none"> Engage in 1 Erasmus + project with an enhancing technology objective over the period of the SDP
To engage all staff in relevant and current training	<ul style="list-style-type: none"> Provided in-house training at least 3 times per year Approved for Erasmus+ Accreditation status Tutors participate on Erasmus + mobility projects annually Identified and funded relevant training for at least 1 member of staff outside the centre annually
To engage all staff in implementation of new practices and technologies	<ul style="list-style-type: none"> Organise at least 3 think-tanks to share training and best practice from Erasmus + and other training Regularly updates resource materials on the dalconlin.ie platform

Goal 3

Influence Practice and Policy in Community based Adult Education

Objectives	Key Performance Indicators
Ensure the students' voice is central to all practice and policy	<ul style="list-style-type: none"> Put students forward to represent DALC at at least 2 key social and political events to ensure their voice is at the centre of our practice. Annually published and digitise student writing, and readers Interview at least 3 students per annum for the dalc adlitting blog Provide Students stories accessible on the DALC online platform Students' work and activities are displayed on the canteen screen which is updated monthly Submitted Students' work to the DCU annual writing competition Commit to 1 Erasmus+ student mobility by the end of the 5 year accreditation
Ensure DALC continues to be represented on relevant organisations and networks locally, nationally and internationally	<ul style="list-style-type: none"> Attend 80% the meetings of the ACE forum Chair 100% of the Learning Neighbourhood group meetings Attended 80% of Parent's Steering Committee of the NEIC Attend all meetings of the Quality Committee of the INOU as external expert

	<ul style="list-style-type: none"> ● Attend 60% of the meetings of the Steering Group of the Community Education Network(CEN) ● Attend the Aontas AGM and the Annual Conference of The Wheel
Actively collaborate with local or national organisations on projects of mutual interest	<ul style="list-style-type: none"> ● Run one project under the Adult Lifelong Learning initiative (ALL) annually. ● Collaborate with The City of Dublin ETB, on delivering voter education and/or tutor training on voter education in at least 3 other centres per annum. ● Collaborate with other members of the Learning Neighbour to organise a conference annually.
Engage proactively with and respond to relevant public consultations and initiatives relating to adult education	<ul style="list-style-type: none"> ● Maintain records of meetings and contact with relevant Departments and agencies ● Maintain record of submissions made to relevant agencies with regard to issues of relevance to Adult Education
Share DALC practices with other relevant agencies, organisations and practitioners	<ul style="list-style-type: none"> ● Hosted at least 3 groups on Erasmus + mobility projects ● Share practices from Erasmus+ staff mobility projects in accordance with the Erasmus+ guidelines at least annually ● Designed and delivered at least one tutor training in community based adult education workshop annually ● Annually maintained record of workshops and talks given by staff
Provide training for students of 3rd level adult education courses to inform their practice.	<ul style="list-style-type: none"> ● Provided placements for a minimum of one student per year from 3rd level Institution ● Provided at least one literacy training session to 3rd level students

Goal 4 To be a model of best practice to ensure future sustainability of the organisation

Objectives (Compliance)	Key Performance Indicators
To ensure that DALC is in compliance with the Charity Regulator's Governance Code	<ul style="list-style-type: none"> ● Governance Committee review CRA Compliance form annually and recommend the Board confirm Compliance with the code ● Annually comply with and complete the Charity Regulatory Authority's Governance Code return for Charities annually ● Maintain an up-to-date register of Trustees

	<ul style="list-style-type: none"> ● Submit amended Constitution as approved by the Companies Registration Office to the CRA
To ensure that DALC is in compliance with the requirements of the Companies Office	<ul style="list-style-type: none"> ● Annually engage with External Auditors to prepare audit accounts ● Annually have filed Audited Accounts and Annual Return with the Companies Registration Office ● File all required documents in respect of directors appointments and resignations as they occur
To ensure that DALC is compliant with all legislation relevant to the community and voluntary sector	<ul style="list-style-type: none"> ● Conduct reviews of policies in accordance with the review requirements of the Policy on Policies ● Implement new legal requirements as soon as possible after notification of changes from agencies
To ensure that DALC complies with all financial requirements e.g. SORP	<ul style="list-style-type: none"> ● Produce quarterly Management Accounts for review by FARC ● Annually engage auditors to produce Annual Audited SORP accounts ● Annually, file SORP Compliant Director's report
To ensure that DALC has robust health and safety procedures in place	<ul style="list-style-type: none"> ● Procured relevant Health And Safety specialists to review Health and Safety standards and produce a new report over the course of the Strategic Development Plan. ● Carried out a minimum of 4 fire drills throughout the year ● Provide at least 1 training or refresher course to staff on First Aid ● Produce an Annual Risk Report ● Note and act upon any accidents or incidents involving Health and Safety
Objectives (Sustainability)	
Ensure the development and implementation of Strategic Plans	<ul style="list-style-type: none"> ● Implement present Strategic Development plan and report against KPIs at each Board Meeting ● Annually revisit with staff the efficacy of the Strategic Development Plan
To recruitment, train and retain Staff	<ul style="list-style-type: none"> ● Recruit staff where vacancies have arisen in accordance with DALC's recruitment policy ● Provide in-house training to staff at least 3 times per annum, offer relevant outside training to at least one member

	<p>of staff and offer Erasmus+ training to all staff over the course of the plan.</p> <ul style="list-style-type: none"> ● Provide competitive pay and conditions to retain staff
Develop a senior management succession plan to ensure continuity of the work and values of DALC	<ul style="list-style-type: none"> ● Document Senior Management Succession procedures ● Provide mentoring to identified younger members of staff over the course of the plan ● Provide at least one stretch project to identified up-coming talent
Agree the procedures documented in respect of recruitment of board members with requisite skill sets, their induction to the board and training.	<ul style="list-style-type: none"> ● Implement Documented Board Management Succession procedures ● Annually review procedures
Develop and implement an Environmental Sustainability Plan in line with the SEIA approved energy audit carried out in February 2024.	<ul style="list-style-type: none"> ● Research and implement at least one change as per the Environmental Sustainability Plan per annum within financial restrains ● Take part in an Erasmus+ project with an environmental sustainability aspect over the period of the plan