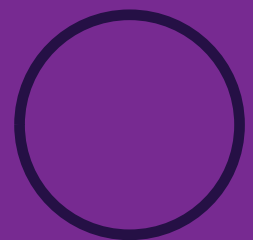
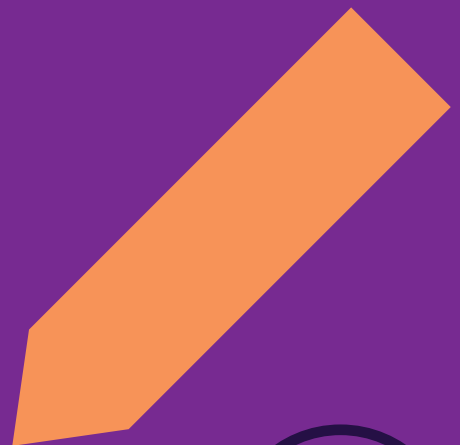
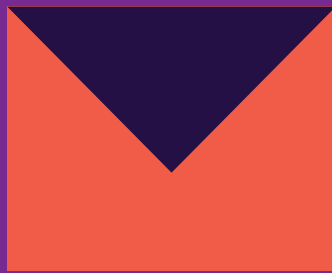


National Adult Literacy Agency (NALA)

Strategy Statement

2022 - 2023



National Adult Literacy Agency
Áisíneacht Náisiúnta Litearthachta do Aosaigh



About this Strategy Statement

This Strategy Statement sets out the National Adult Literacy Agency's objectives for 2022 to 2023. It also sets out the actions we will use to achieve our objectives.

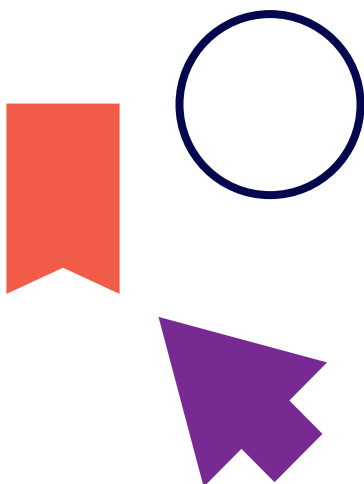
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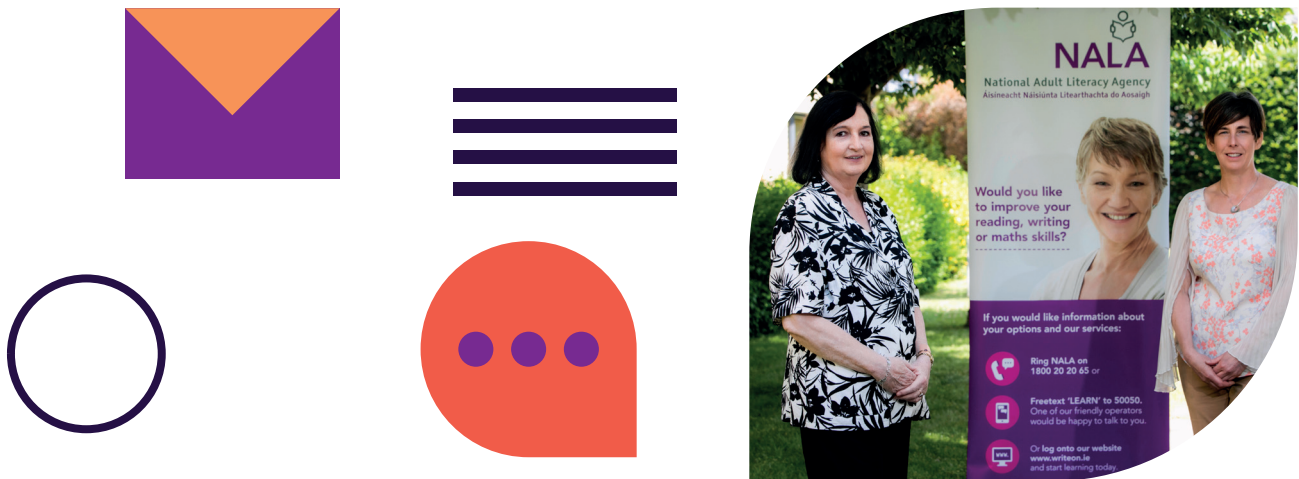
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Find out more

To learn more about the National Adult Literacy Agency (NALA) and the work we do, scan the QR code or visit our website: nala.ie





A message from our Chairperson and Chief Executive Officer

In January 2020, the National Adult Literacy Agency (NALA) published its 2020 - 2022 Strategic Plan and agreed an ambitious work plan with 104 projects.

One action agreed was to complete a midterm review. During that review in 2021, we acknowledged that:

- our operations and ambitions had been 'changed utterly' by COVID-19 and the development and launch of Adult Literacy for Life: A 10 Year Adult Literacy, Numeracy and Digital Literacy Strategy; and
- sixty-eight of the projects had already been completed, 29 were still continuing and seven could be removed as they were no longer relevant.

For these reasons, in early 2022, we agreed to revise our Strategic Plan to ensure that it reflected the changed context and set new challenges for NALA.

Following consultation with NALA's Board, staff and stakeholders, we agreed the four objectives set out in this new Strategy Statement and a comprehensive work plan to guide our work for 2022 - 2023. Several of the projects from the 2020 - 2022 Strategic Plan are continuing along with NALA's vision and mission.

During the review we also agreed internal values to guide our work and the following purpose:



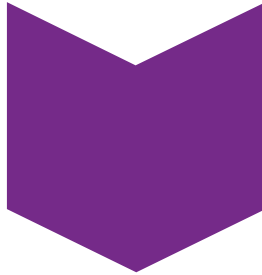
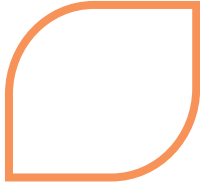
To support adults with unmet literacy, numeracy and digital needs who are the furthest behind by raising awareness of these needs and supporting delivery of literacy friendly services in Ireland.

Once there is clarity on the implementation of the Adult Literacy for Life (ALL) Strategy, we will begin consultation on a new Strategic Plan. As always, we will strive to achieve the ambitions outlined in this Strategy Statement with NALA's characteristic energy, enthusiasm and excellence. We will publish an update on our 2022 activities in early 2023.

In the meantime, please do not hesitate to get in touch with us with any questions or suggestions.

Margaret Kelly
NALA Chairperson

Colleen Dube
NALA CEO



Our vision

Our vision is an Ireland where adult literacy is a human right, where everyone can develop their literacy, numeracy, and digital skills, and where individuals can take part fully in society.



Our mission

Our mission is to advocate for literacy as a human right and to collaborate with our partners to influence policy and practice to support the development of literacy, numeracy and digital skills.



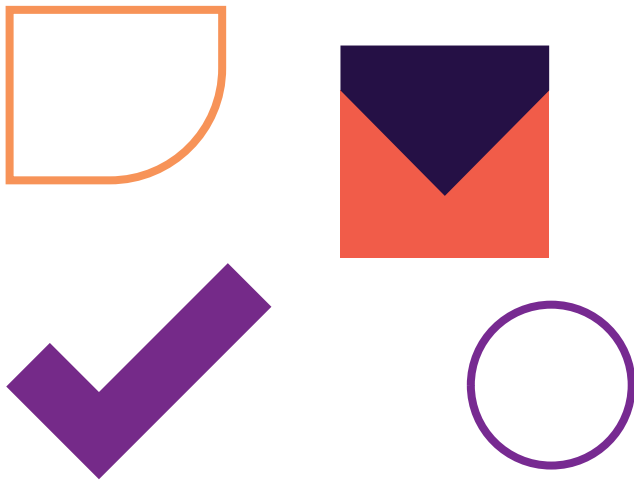
Our purpose

Our purpose is to support adults with unmet literacy, numeracy and digital needs who are the furthest behind by raising awareness of these needs and supporting delivery of literacy friendly services in Ireland.



Our values

External	Internal
Literacy is a human right	Respect
Equality	Equality and Fairness
Collaboration	Trust
Inclusion	Transparency
Innovation	
Quality and Best Practice	
Transparency	



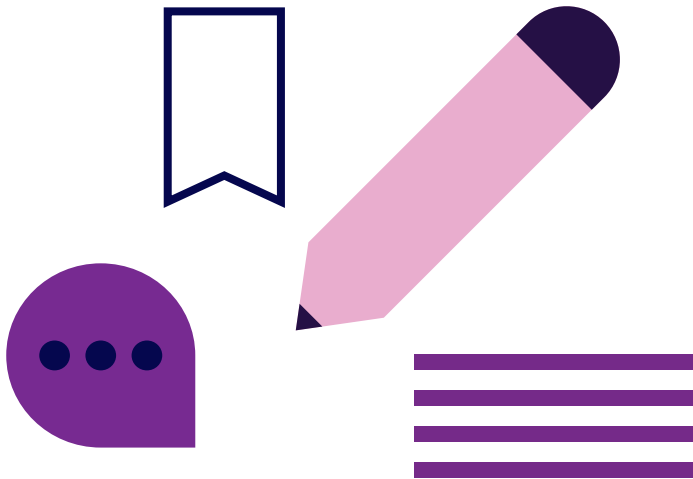
Our 2022 Strategic Objectives

- 1) To support the implementation of Further Education and Training (FET) and Adult Literacy for Life (ALL) Strategies through continued advocacy; the development and delivery of resources and services to address gaps; and collaboration with policy makers, partners, practitioners and learners.
- 2) To undertake and promote research and share best practice on literacy with policy makers, partners, practitioners and learners.
- 3) To support organisations and society to be more aware of literacy inequalities and to deliver literacy friendly services.
- 4) To continuously enhance and evolve our people and processes to deliver on NALA's mission, vision, purpose and objectives.

Our actions and indicators of success

Each of our four strategic objectives contain actions and indicators of success which include numbers of beneficiaries, outcomes and or qualitative impacts.

On pages 9 - 20 are the list of actions and high-level indicators of success.
On page 21 we have explained some acronyms and terms used.



Objective one

To support the implementation of FET and ALL Strategies through continued advocacy; the development and delivery of resources and services to address gaps; and collaboration with policy makers, partners, practitioners and learners.

Advocacy and policy	
Enabling actions	Indicators of success
Literacy related policy submissions	<ul style="list-style-type: none"> • 5-10 policy submissions.
ALL Strategy implementation	<ul style="list-style-type: none"> • Implementation plan for ALL strategy. • Continued engagement with stakeholders to ensure implementation
Key stakeholder outreach, engagement and partnerships	<ul style="list-style-type: none"> • 16 meetings with Education and Training Board (ETB) FET directors, AEOs and ALOs. • 12 monthly emails to sector.
Plain English advocacy	<ul style="list-style-type: none"> • Meeting with Government Department stakeholders and others on ALL Strategy and plan to integrate plain English.

Services and Resources for Learners	
Enabling actions	Indicators of success
Freephone, referral management (phone, text, email, post) and evaluation	<ul style="list-style-type: none"> • 1,000 Freephone calls • 550 ETB referrals • Direct referral protocol with 3 ETBs • 300 information packs sent to callers
Tutoring Service delivery	<ul style="list-style-type: none"> • 450 phone learners • 4,880 learning sessions • 100 learners progressed to Learn with NALA (LWN) • 150 learners progressed to ETBs • 80 learners referred to Adult Education Guidance
Direct learner support: interventions, engagement, resources, systems, support	<ul style="list-style-type: none"> • Learner needs analysis • Updated help section • Welcome widget implemented • Updated website and platform with Learn with NALA branding • Learner support model developed • 2,000 online learners supported • 800 QQI awards achieved • 400 NALA Certificates of Completion achieved • 10 monthly worksheets posted (200), emailed (200) and on LWN (1,000) • 3 learner support videos created • 500 learners re-engaged on LWN

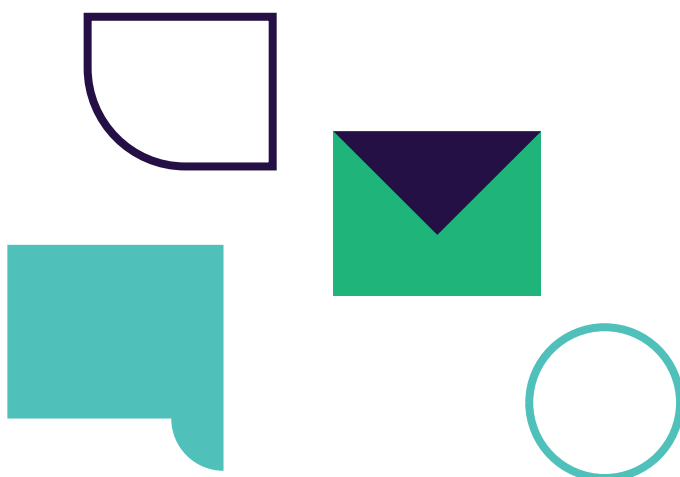
Services and Resources for Learners	
Enabling actions	Indicators of success
Indirect learner support: centre set-up, support, training, manuals and information packs.	<ul style="list-style-type: none"> • 100 centres retained on LWN • 300 tutors supported on LWN • 6 open online training sessions delivered • Training and support delivered to 60 centres • 10 new centres set up on LWN • Updated centre training and resources
PLSS management (FARR, PLSS, Fetch)	<ul style="list-style-type: none"> • All NALA courses updated and available on Fetchcourses.ie • 1,650 learner records on PLSS: 1,200 independent online and 450 phone
Quality assurance and QQI Certification / Validation / Re-validation management	<ul style="list-style-type: none"> • QQI online learning pilot programme validated • Level 1 programme validated scoped • 800 QQI awards achieved by learners on LWN: <ul style="list-style-type: none"> • 600 minor awards at level 2 • 200 minor awards at level 3

Services and Resources for Learners	
Enabling actions	Indicators of success
Online platforms (Salesforce, Course Merchant and Brightspace)	<ul style="list-style-type: none"> • Feedback model for all courses developed and implemented • Learner Salesforce Database reviewed, minor updates made and recommendations for further development
Online content development, reviews and updates	<ul style="list-style-type: none"> • 6 remaining courses migrated • Course review process developed and piloted
Reporting and evaluation: Data analytics, impact analysis and reporting / external evaluation	<ul style="list-style-type: none"> • A learner success framework developed • New regular reports created for agreed success indicators • Internal, centre and learner support dashboards created

Student Development	
Enabling actions	Indicators of success
Student Days	<ul style="list-style-type: none"> • 100 Students attend 2 Student Days
Student empowerment programme (webinars)	<ul style="list-style-type: none"> • 50 Students attend 5 webinars
Student development fund (SDF)	<ul style="list-style-type: none"> • 50 Centres received Student Development Fund (SDF) • 1000 students benefit from SDF

Services and Resources for Adult Literacy Practitioners

Enabling actions	Indicators of success
Needs analysis / Strategic Review	<ul style="list-style-type: none"> • Needs analysis completed
Events (online, hybrid, actual)	<ul style="list-style-type: none"> • 25 events • 1,500 ETB participants • 90% + overall satisfaction rating • 85% + participants would recommend to others • 85%+ participants reporting they would change the way they work because of the event • Practitioners from 16 ETBs attend NALA events
Online training (LWN)	<ul style="list-style-type: none"> • 150 practitioners enrolled • 70 NALA Professional Development Certificates issued • 3 courses from 2021 published
Customised training (online, actual)	<ul style="list-style-type: none"> • New customisable training for Learn with NALA centres developed and piloted • Training materials for Learn with NALA centres updated • 90% + overall satisfaction rating • 85% + participants would recommend to others • 85%+ participants reporting they would change the way they work because of the event
Teaching and learning resources	<ul style="list-style-type: none"> • 1 new reader and workbook • 10,000 resources distributed to centres • 3 old resources updated

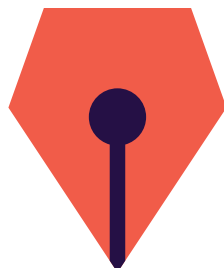
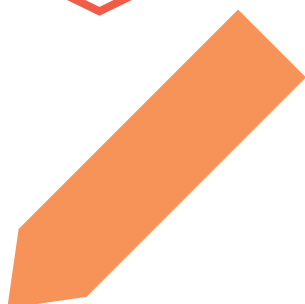


Objective two

To undertake and promote research and share best practice on literacy with policy makers, partners, practitioners and learners.

EU Erasmus+ Projects	
Enabling actions	Indicator of success
European Basic Skills Network (EBSN) Professional Development project	<ul style="list-style-type: none"> • 30 practitioners taking part in the pilot • 4 Massive Open Online Courses (MOOCs) developed and piloted • 4 Open Education Resources (OERs) developed and piloted
Adult Basic Education Digital Literacy (ABEDiLi) project	<ul style="list-style-type: none"> • Train the Trainer pilot programme developed and piloted • 12 practitioners taking part in the pilot
Check In Take Off (CITO) project	<ul style="list-style-type: none"> • SkillsChecker tool and communications outreach toolkit complete. • Final conference delivered. 140 participants in the final conference • Final report to EU commission completed.

Research Projects	
Enabling actions	Indicator of success
Peer-to-Peer prison project (wrap up)	<ul style="list-style-type: none"> • 1 pilot literacy prison project developed and promoted • Report launched
Marking Progress (wrap up)	<ul style="list-style-type: none"> • Review of implementation of Family Literacy Guidelines, case studies and resources on family literacy collated and shared with sector • Report launched
Briefing papers (wrap up)	<ul style="list-style-type: none"> • Finalised Briefing Papers on the crosscutting themes emerging from SOLAS, ETBI and NALA research on family literacy, numeracy, and the inclusion of adults with intellectual disabilities • Papers launched
Financial Literacy	<ul style="list-style-type: none"> • 1 research report with recommendations on financial literacy • Report launched
Numeracy	<ul style="list-style-type: none"> • 1 research report on numeracy and definition of numeracy • Report launched
Family Literacy	<ul style="list-style-type: none"> • 1 research report on family literacy practices in non-ETB settings in Ireland • Report launched



Objective three

To support organisations and society to be more aware of literacy inequalities and to deliver literacy friendly services.

Literacy Outreach and Development Programmes

Enabling actions	Indicators of success
Furthest Behind First' Literacy Development Programme	<ul style="list-style-type: none">• Literacy Development and Outreach Worker recruited• 200 participants or organisational representatives from ALL Strategy vulnerable cohorts in our events, webinars and, or programmes
Prison Programme	<ul style="list-style-type: none">• 1 new prison partnership or programme

Plain English

Enabling actions	Indicators of success
Editing	<ul style="list-style-type: none">• 100 plain English editing clients
Training	<ul style="list-style-type: none">• 1000 staff trained in plain English• Online introduction to plain English video

Literacy Awareness Training (LAT)	
Enabling actions	Indicator of success
Public sector	<ul style="list-style-type: none"> • Public sector plan (review of work to date and recommendations) • 200 public sector staff receive LAT
Local Government	<ul style="list-style-type: none"> • Local government plan • 200 staff receive LAT in local authorities
Health sector	<ul style="list-style-type: none"> • 1 online LAT video developed for Irish Cancer Society • 1000 completed views of LAT video • 1 Crystal Clear Mark review
Financial sector	<ul style="list-style-type: none"> • Recommended actions from Financial Literacy research report implemented
Legal and Justice sector	<ul style="list-style-type: none"> • Legal sector plan • 200 staff receive LAT in legal sector
Horse Racing sector	<ul style="list-style-type: none"> • 100 senior managers and staff receive LAT
Academic sector	<ul style="list-style-type: none"> • Academic sector plan • 100 staff (students) receive LAT
Education sector	<ul style="list-style-type: none"> • Education sector plan • 200 staff (teachers) receive LAT in education sector
Other sectors	<ul style="list-style-type: none"> • To meet demand and request for LAT



Objective four

To continuously enhance and evolve NALA's people and processes to deliver on NALA's mission, vision, purpose and objectives.

Promotion	
Enabling actions	Indicator of success
Literacy services and learner stories	<ul style="list-style-type: none"> • 1,000 calls to the Freephone for information on courses
Learn with NALA	<ul style="list-style-type: none"> • 450 learners sign up to Tutoring service
Practitioner events and resources	<ul style="list-style-type: none"> • 1,500 attendance at events • 10,000 resources disseminated to ETBs • 2 new resources developed
Student work	<ul style="list-style-type: none"> • 150 attendance at events • 50 applications to Student Development Fund
Plain English	<ul style="list-style-type: none"> • 10 articles on Plain English
General NALA / Literacy	<ul style="list-style-type: none"> • 200+ mentions of NALA work in the media

Brand	
Enabling actions	Indicators of success
NALA Brand Identity implementation	<ul style="list-style-type: none"> • New brand guidelines developed
LWN Brand Identity	<ul style="list-style-type: none"> • Brand guidelines finalised

Online	
Enabling actions	Indicators of success
Website maintenance	<ul style="list-style-type: none"> • 100k users on nala.ie

Finance, corporate services and governance	
Enabling actions	Indicators of success
Compliance and Corporate Governance	<ul style="list-style-type: none"> • Board and subcommittee administration: ongoing strategic planning, decision-making, reviews and stakeholder consultation; policy and terms of reference reviews and development; schedule of meetings and documentation maintained; risk and financial management; board training, induction and succession planning • Maintain schedule of compliance with Companies Registration Office and Charities Regulatory Authority • AGM Administration: maintain and issuing documentation, amending Constitution and Procedural Rules • Membership: management, strategic review and regular communications (Ezine, Literacy Matters, Annual Report) • GDPR: finalise policies and privacy statements, risk mitigation and updated register, updated retention policy and schedules, staff training

Finance, corporate services and governance	
Enabling actions	Indicators of success
Compliance and Corporate Governance continued	<ul style="list-style-type: none"> • Health and Safety: updated COVID-19 Response Plan, Health and Safety Policy Statement, remote work assessments, remedial works, training
Finance	<ul style="list-style-type: none"> • Schedule of monthly management accounts and reconciliations maintained • Updated Fixed Assets Register • SOLAS reports filed on time • Ongoing finance and accounting activities • Implementation of Statement of Internal Financial Controls and creation of a Finance Manual • Completion of 2023 statutory audit and non-statutory Audit work
Human Resources (HR)	<ul style="list-style-type: none"> • Ongoing development of a Learning Organisation including embedding values and regular meetings of the Staff Committee • Implementation of Hybrid Working Policy • Updated Staff Handbook • Staff development through Performance Management and Development System (PMDS) and training • Updated contracts / pay and conditions
Facilities	<ul style="list-style-type: none"> • Ongoing administration, operations and facilities management • Remedial works and readying for hybrid working • Information and Communications Technology (ICT) strategic review



Some acronyms and terms explained

ALL Strategy

Adult Literacy for Life Strategy: A new ten-year adult literacy, numeracy, and digital literacy strategy for Ireland.

Briefing papers

In this document, this refers to papers on the crosscutting themes emerging from SOLAS, ETBI and NALA research on family literacy, numeracy, and the inclusion of adults with intellectual disabilities.

Crystal Clear mark

A mark that recognises good practices by pharmacies that support people understand their health issues through clear communications.

ETB

Education and Training Boards.

ETBI

Education and Training Boards Ireland. The national representative association for Ireland's 16 Education and Training Boards.

Furthest Behind First

Actions that curb inequalities, confront discrimination and fast-track progress for those from disadvantaged communities or backgrounds.

FET

Further Education and Training.

LAT

Literacy Awareness Training.

LWN

Learn with NALA. A phone and online tuition provided by the National Adult Literacy Agency.

Marking Progress

A report that reviews the implementation of Family Literacy Guidelines, and details case studies and resources on family literacy.

PLSS

The Programme Learner Support System (PLSS). It is used to manage course information, learner records and reporting.

QQI

Quality and Qualifications Ireland. The state agency responsible for promoting the quality, integrity and reputation of Ireland's further and higher education system.

SalesForce

A Customer Relationship Management (CRM) platform.

SIFC

Statement of Internal Financial Controls.

SOLAS

The Further Education and Training Authority of Ireland.

Strategic

Something that forms part of or relates to a long-term plan to achieve an aim.



It feels fantastic. When you open a book, you're able to read a word and it makes sense to you.

I was nervous but I put that behind me. I put myself first and it was the best thing I ever did.

I tell people that are in the same boat as me to pick up the phone and make that first step. It's the best decision they will ever make.

Linda, Laois

The National Adult Literacy Agency (NALA) is a charity and membership based organisation. We work to support adults with unmet literacy, numeracy and digital literacy needs to take part fully in society and to have access to learning opportunities that meet their needs. NALA does this by raising awareness of the importance of literacy, doing research and sharing good practice, providing online learning courses, providing a tutoring service and by lobbying for further investment to improve adult literacy, numeracy and digital skills.

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NALA 
National Adult Literacy Agency
Áisíneacht Náisiúnta Litearthachta do Aosaigh



Rialtas na hÉireann
Government of Ireland



Có-mhaoinithe ag an
Aontas Eorpach
Co-funded by the
European Union

SOLAS
learning works

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